



**U.S. Department
of Transportation**

**Office of the Secretary
of Transportation (OST)**

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Washington, DC 20590

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July 9, 2019

Austin Evers
American Oversight
1030 15th Street NW, Suite B255
Washington, DC 20005
FOIA@americanoversight.org

FOIA DOT/OST 2018-0049; *American Oversight v. U.S. Department of Commerce et.al. (18-534)*

Dear Mr. Evers:

This is a supplemental response to your Freedom of Information Act (FOIA) request dated November 1, 2017. You requested calendars for the following individuals:

- Secretary Elaine Chao
- Deputy Secretary Jeffrey Rosen
- Chief of Staff Geoffrey Burr
- Deputy Chief of Staff

You also requested any calendars maintained for the Secretary's Conference Room, the Deputy Secretary's Conference Room, and "The Lincoln Room."

Enclosed are the attachments you requested from the agency's production on March 4, 2019. Also, enclosed is a listing of the requested attachments. Please note that the attachments are in the same order in the PDF as they are in the enclosed listing.

Certain information has been withheld pursuant to FOIA Exemption 6. 5 U.S.C. § 552(b)(6) and 49 C.F.R. 7.23(c)(6). Additional redactions have been made pursuant to FOIA Exemption 5. 5 U.S.C. § 552(b)(5) and 49 C.F.R. 7.23(c)(5).

Sincerely,

**MICHAEL
CHARLES BELL**

Michael Bell
FOIA Officer

Digitally signed by
MICHAEL CHARLES BELL
Date: 2019.07.09
16:54:12 -04'00'

Enclosures

Request Attachments from DOT Calendars

Rosen

1. June 9

- PDF File name: Rosen 2017-06 Final.pdf
- Page Number: 66
- Event title: Phone Call w/Deputy Secretary Rosen Rep. Pete Aguilar
- Attachments:
 - 2017 SANBAG Fastlane I 10.pdf
 - FASTLANE Joint Letter Revised.pdf

2. June 14

- PDF File name: Rosen 2017-06 Final.pdf
- Page Number: 83
- Event title: Subject Meet with Ashleigh de la Torre Amazon. S2 to come in at 4:15 for meet and greet
- Attachments:
 - Transportation Innovation one pager.docx

3. June 15

- PDF File name: Rosen 2017-06 Final.pdf
- Page Number: 91
- Event title: Subject Pending Response to Alaska Railroad CEO, Bill O'Leary
- Attachments:
 - S10 170306 017_I.PDF
 - S10 170321 012_D5 (2) 5 30 17 R10 o LEARY additional edits f.docx
 - Previous Email of Approval from S10 4 27 17.pdf
 - S10 170321 012_F.PDF
 - S10 170331 036_F YOUNG.PDF

4. June 20

- PDF File name: Rosen 2017-06 Final.pdf
- Page Number: 108
- Event title: Subject Drones Briefing 2
- Attachments:
 - S2 Briefing_UAS Airspace Environment_6 20 17_v2.pptx
 - Roundtable Industry Participants Background_6 20 17.pptx

5. July 19

- PDF File name: Rosen 2017-07 Final
- Page Number: 116
- Event title: Meeting w/Humanetics CEO Chris O'Conner
- Attachments:
 - Attachments S10 170410 003_I.PDF

Burr

1. July 27

- PDF File name: Burr 2017-07 Final
- Page Number: 141
- Event title: National Automobile Dealers Association (NADA)
- Attachments:
 - Meeting with Secretary Elaine Chao.docx

2. Oct 26

- PDF File name: Burr 2017-10 Final
- Page Number: 227
- Event title: Meeting with Governor Hideaki Ohmura Aichi Prefecture of Japan
- Attachments:
 - Aichi at a glance.pdf
 - Aichi Governor's delegation.docx
 - Aichi KY MOU Eng ver.doc
 - Aichi Governor agenda.docx

3. February 1

- PDF File name: Burr 2018-02 Final
- Page Number 22
- Event title: Congressional Institute Joint Session: Repairing and Rebuilding America's Infrastructure Working Session with Presentations and Q&A
- Attachments:
 - 2018 Annual Republican Conference 012218.pdf

Chao

1. May 24

- PDF File name: Chao 2017-05 Final
- Page Number: 93
- Event title: Korn Ferry Dinner
- Attachments:
 - DOC166.pdf

2. Sep 7

- PDF File name: Chao 2017-09 Final
- Page Number: 45
- Event title: Meeting with Paducah Chamber of Commerce Fly-In Lincoln Room
- Attachments:
 - 2017 Paducah Chamber DCFLYIN Participants DOTRevised.pdf

3. March 27

- PDF File name: Chao 2018-03 Final
- Page Number: 88
- Event title: Call with Governor Scott Walker
- Attachments:
 - Wisconsin - Walker.docx
 - 3.19.18 - Scott Walker (WI).docx

Conference Room Calendars

1. Tuesday, May 09, 2017

- PDF File name: Lincoln Conf Room Jun-Sep 2017--Final
- Page Number: 83
- Event title: Meeting with Paducah Chamber of Commerce Fly In
- Attachments
 - 2017 Paducah Chamber DC FLY IN Participants DOT.PDF
 - Paducah Chamber DOT Priorities.pdf



PETE AGUILAR

CONGRESS OF THE UNITED STATES
31ST DISTRICT, CALIFORNIA

June 1, 2017

The Honorable Elaine L. Chao
Secretary
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

RE: San Bernardino Associated Government – Long-term Achievement of National Efficiencies
(FASTLANE) Grant Application

Dear Secretary Chao:

I am writing to express my support for the Long-term Achievement of National Efficiencies (FASTLANE) grant program application submitted by the San Bernardino Associated Governments (SANBAG) for the Interstate 10 (I-10) Corridor Improvement Project. This project will relieve congestion on a critical segment of the I-10 logistic corridor, which is a significant freight channel for Inland Empire businesses. The I-10 corridor is essential to local businesses that rely on it to power the goods movement industry, which is firmly rooted in San Bernardino County.

The I-10 corridor is extensively used by businesses and residents. It plays an important role as a major trucking route through San Bernardino County and connects the Inland Empire economy to the rest of the nation. Forty percent of the nation's goods come through the Ports of Long Beach and Los Angeles and eighty percent of goods leaving the ports travel the I-10 and Interstate 15 (I-15) corridors in San Bernardino County.

The FASTLANE grant will help fund new express lanes and general purpose lanes for the segment of the I-10 corridor between the Los Angeles County line and the I-15 interchange. This is the most congested section of the I-10 logistics corridor and supports approximately 18,000 trucks per day. Forecasts indicate that by 2045, up to 28,000 trucks will transport goods along this route. The FASTLANE grant will empower local governments to enact massive improvements, which include auxiliary lanes, truck climbing lanes, express lanes and freight related interchange improvements to facilitate traffic.

While SANBAG has invested heavily over the past decade to improve the transportation infrastructure network of the Inland Empire Freight Corridors, additional investments are required to manage long term congestion, improve logistics capability and expand the region's economic opportunities.

I strongly encourage you to give SANBAG's I-10 Corridor Improvements Project application full and fair consideration, consistent with applicable law and regulations. If you have any questions, please feel free to contact Curt Lewis, our Grants Coordinator, at 909-890-4445.

Sincerely,

A handwritten signature in black ink that reads "Pete Aguilar". The script is fluid and cursive, with the first letters of "Pete" and "Aguilar" being capitalized and prominent.

Pete Aguilar
Member of Congress



PETE AGUILAR
CONGRESS OF THE UNITED STATES
31ST DISTRICT, CALIFORNIA

June 1, 2017

The Honorable Elaine L. Chao
Secretary
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

Re: America's Global Gateway: Southern California Highway Strategy FASTLANE Grant Application

Dear Secretary Chao:

I am writing to express my support for the America's Global Freight Gateway: Southern California Highway Strategy application for the U.S. Department of Transportation's Fostering Advancement in Shipping and Transportation (FASTLANE) 2016 grant program, submitted jointly by the Southern California Association of Governments (SANBAG), Los Angeles County Metropolitan Transportation Authority (LA Metro), Riverside County Transportation Commission (RCTC), and the Southern California Association of Governments (SCAG). Investments in our region's transportation system are critical to economic prosperity throughout Southern California and the United States. If funded, this project will alleviate dangerous traffic conditions along the nation's most congested freight corridors and improve goods and passenger movement throughout four inter-connected Southern California counties.

The America's Global Freight Gateway Project: Southern California Highway Strategy is a \$1.5 billion local, state and private (toll-based) partnership that seeks \$160 million in FASTLANE funds. Southern California is a global trade gateway to the United States and serves as our nation's epicenter for distribution and logistics industries. Our highways are critical links that connect the Ports of Los Angeles and Long Beach to the rest of the country. Southern California companies have made substantial investments in the region's manufacturing and trade industries, sustain nearly 2.9 million jobs and have helped the United States maintain its position as a leader in the global economy. By 2040, the region's population is expected to grow by 18 percent and employment is expected to grow by about 32 percent. Our region faces critical transportation challenges with this anticipated growth and requires major investments in infrastructure to support increasing freight traffic demands on our aging and congested highways.

This project is a comprehensive approach to improving freight and passenger mobility, eliminating traffic bottlenecks and increasing vehicle capacity on some of the most densely concentrated roadways and interchanges in the nation. To achieve these goals, the America's Global Freight Gateway Project: Southern California Highway Strategy includes investments in four different projects, of which all should be considered jointly for FASTLANE funding. The included projects are as follows:

San Bernardino County I-10 Logistics Corridor (SANBAG)

The Interstate 10 (I-10) Corridor is a major trucking route through San Bernardino County and connects the Inland Empire to the rest of the nation. Eighty percent of the nation's goods leaving the Ports of Long Beach and Los Angeles travel the I-10 and Interstate 15 (I-15) corridors through San Bernardino County. The I-10/I-15 interchange is the most congested section of the I-10 logistics corridor and supports approximately 20,000 heavy duty trucks daily. FASTLANE funds will go toward construction of two tolled express lanes in each direction and strategic auxiliary lanes on I-10 from the Los Angeles County line to I-15. These improvements will relieve congestion, improve traffic flow in general purpose lanes, expand corridor capacity and reduce freight and passenger travel time.

Riverside County I-15 Express Lanes (RCTC)

I-15 is a crucial freight corridor and a primary truck route to nationwide destinations, including Canada and Mexico. The section between State Route 60 (SR-60) and the City of Corona is a heavily congested segment of the I-15 corridor, located within Riverside County. Future traffic and growth forecasts indicate traffic will continue to increase, reducing freight and commuter mobility. This project will construct two tolled express lanes for 14.6 miles in each direction within this corridor's segment. FASTLANE funds will support environmental studies and preliminary engineering for the southern extension of the express lanes. These express lanes will relieve bottlenecks, accommodate anticipated traffic increase and improve travel time for businesses and commuters, while offering drivers efficient travel options.

State Route 57 / State Route 60 Confluence (LA Metro)

The State Route 57 (SR-57) and SR-60 Confluence is ranked first in the state of California and ninth nationally as the most congested U.S. freight bottleneck by the American Transportation Research Institute. This project will construct critical bypass improvements to relieve bottlenecks on SR-60, where it shares an alignment with SR-57 in Los Angeles County near the Orange County border. This will relieve congestion and improve safety at the second highest truck accident location in Southern California. Eliminating this bottleneck is expected to save 210 hours of truck delay daily at the confluence and \$1 billion of driver delay time over the next 20 years.

State Route 71 Freeway Conversion (LA Metro)

State Route 71 (SR-71) connects national goods movement between I-10, SR-60, and State Route 91 (SR-91) through Los Angeles, San Bernardino, and Riverside counties. The utility of this link is hindered by at-grade intersections and constrained roadways in Los Angeles County. FASTLANE funds will support the expansion of the 4-lane expressway to an 8-lane freeway by adding mixed flow and high occupancy vehicle (HOV) lanes on SR-71, between Mission Boulevard and SR-60 at the Los Angeles and San Bernardino County line. The new HOV lanes will connect with existing HOV lanes through San Bernardino County to the SR-91 Freeway in Riverside County. This project will reduce bottlenecks at SR-71/SR-60 interchange, improve safety, and enhance mobility by encouraging carpool vehicles to utilize the new HOV lanes. Additionally, it will provide an important link between SR-60 and I-10 resulting in congestion relief on SR-57, an adjacent north-south freeway.

These projects considered together form the America's Global Freight Gateway: Southern California Highway Strategy. The proposal recognizes that these four priority projects are uniquely interconnected and are critical to efficient goods movement throughout Southern California and the nation. Individual projects will reduce bottlenecks and congestion on critical corridors and interchanges. Collectively, these projects will create a dynamic network of routes to facilitate safe goods movement, support our logistics-based industries and high volume of inter-county commuter travel. Additionally, the project will support the transportation goals of the United States Department Of Transportation by improving infrastructure conditions, enhancing systems reliability, and increasing safety and environmental sustainability, while reducing congestion.

I strongly encourage you to give the America's Global Freight Gateway: Southern California Highway Strategy FASTLANE application full and fair consideration, consistent with applicable law and regulations. If you have any questions, please feel free to contact Curt Lewis, our Grants Coordinator, at 909-890-4445.

Sincerely,

A handwritten signature in black ink that reads "Pete Aguilar". The signature is fluid and cursive, with the first letters of "Pete" and "Aguilar" being capitalized and prominent.

Pete Aguilar
Member of Congress

A Legacy of Transportation Innovation

Infrastructure is the foundation upon which jobs and businesses are built. That is why Amazon has built over 100 fulfillment centers across the country and is what makes possible the 100,000 jobs Amazon plans to add by mid-2018. It is because of that shared appreciation that Amazon strongly supports the Administration's plan to invest \$1 trillion in Infrastructure.

But the Administration's plan should not stop with bricks and mortar. Transportation technologies are at a crossroads and need this Administration's leadership to unlock the transformative potential of drones, automated vehicles and connected infrastructure, all which will merge to enhance the efficiency of the transportation network. A robust transportation innovation agenda could combine immediate reforms by Secretary Chao, while laying a framework for legislative proposals. Below is a menu of policy options that modernize our transportation network and set in stone a legacy of transportation innovation.

Accelerate Commercial Drones- Commercial Unmanned Aerial Systems (UAS), better known as drones, have the potential to revolutionize the delivery of packages. This legacy building item opens up an entirely new frontier in our transportation system – highways in the sky that operate in the empty space between trucks on the roads and planes in the clouds. The Administration could accomplish this by developing an accelerated air carrier certification process for small UAS carrying packages, expanding testing options to include customer trials, and convening federal partners to address and mitigate security concerns. In addition, the Administration should drive the creation of an unmanned traffic management system (UTM) that could be operated and funded by private companies.

Streamline with Project Sherpas- In transportation, time is money. Delays and inefficiencies in the permitting process drive up the cost of projects, creating uncertainties for private investors. An infrastructure plan should streamline the permitting process and establish a team of "project sherpas" to ensure projects don't get bogged down in bureaucratic hurdles. For instance, Amazon has committed to building a \$1 billion air cargo hub in Kentucky. The viability of this project is dependent upon a smooth permitting process and would be greatly enhanced by a project sherpa.

Get More Out of Existing Trucking Resources- Not all efficiency gains require concrete to be poured. The Department of Transportation (DOT) should lead efforts to increase the productivity of existing infrastructure assets by allowing modern truck configurations, such as extended trailer lengths (commonly referred to as Twin 33s), and promoting vehicle to vehicle (V2V) technologies, including testing truck platooning technologies. Twin 33s alone would save Americans \$2.6 billion on shipping costs and reduce congestion delays by 53 million hours.

Smart Infrastructure- New transportation technologies will not be realized or fully deployed without broadband expansion and better telecommunications infrastructure. Broadband and wireless infrastructure is essential to the economies of communities across the country and to innovators who want to reshape the transportation industry. Pro-deployment policies, like including broadband conduits in highway construction projects ("dig once") for fiber installation, reducing regulations to install towers and antennas, or making more spectrum available for Wi-Fi and wireless communications, will help reduce construction costs, expand access to affordable broadband, and promote advancements in transportation technologies.

Create a New Office of Transportation Innovation- New transportation technologies, including ride sharing, autonomous vehicle, and drones, have reshaped the transportation industry and are raising policy questions that cannot be easily addressed through DOT's existing structure. An Office of Transportation Innovation would create a technology hub within the department, and help eliminate bureaucracy for emerging transportation issues. A dedicated office, modeled on the freight transportation office, could focus on supporting private sector research and development and removing regulatory barriers to technology advancement.

Enable Innovation and Interstate Commerce- Government can "get out of the way" of the private sector and enable innovative technologies to flourish. Conflicting state regulations for drones, trucking, and autonomous vehicles will continue to complicate interstate transportation and the development of new technologies. The Department can lead efforts to streamline regulations to ensure drones, trucks, and AVs operate using the same standards in every state.

VIA OVERNIGHT MAIL

March 3, 2017

The Honorable Elaine L. Chao
Secretary of U.S. Department of Transportation
Office of the Secretary
1200 New Jersey Avenue, SE
Washington, DC 20590

Re: Review of January 18, 2017 FTA Determination of Its Authority Related to the Inability of Anchorage, Alaska Public Transportation Providers to Submit Grant Applications for FTA Section 5307 Funds After FY15

Dear Madam Secretary Chao:

We ask for your assistance so that the two public transportation operators in the Anchorage, Alaska area can submit grant applications for FTA's Section 5307 formula funding program for urbanized areas, something they have been unable to do after Fiscal Year 2015 ("FY15"). We ask for your intervention because this matter is becoming more urgent with the passage of time. To date, the Federal Transit Administration ("FTA") has declined to intervene in a way that will permit these two public transportation operators, the Alaska Railroad and the Municipality of Anchorage, to submit post-FY15 grant applications to FTA for Section 5307 funds.

The Problem: Congress provides that the decision on how to split Section 5307 funds among public transportation operators in a large urbanized area should be made locally by a "designated recipient." Once the designated recipient splits the funds, public transportation operators can then submit grant applications to FTA for these funds. FTA guidance goes beyond anything provided in law or regulation by permitting an area to designate more than one designated recipient for splitting the area's Section 5307 funds. However, the guidance does not address how this split should occur if the two designated recipients cannot agree upon a split.

This lack of guidance has lead to a result in the Anchorage area unintended by Congress: the Alaska Railroad and the Municipality of Anchorage cannot apply for post-FY15 Section 5307 funds since they cannot agree upon a split of these funds. The new Administration for the Municipality of Anchorage will not agree to the Section 5307 split method that has always been in place and agreed to by successive past Municipal Administrations. As explained below, we believe this

longstanding method can and should be used as a default method for splitting these funds under circumstances not covered by FTA's guidance (e.g., when the parties cannot agree upon a split). This longstanding method is based upon the fact that the Alaska Railroad is a rail-only operator and the Municipality of Anchorage is a bus-only operator, and therefore, this method uses the rail tier and bus tier of FTA's formula to determine the split (rail for rail, and bus for bus).

It seems fair that public transportation providers should not be able to apply for funds if they lack specific projects which meet legal requirements for funding. That is not the problem here: both the Alaska Railroad and the Municipality of Anchorage have FTA-eligible projects that far exceed available funding and have been successfully submitting grant applications to FTA for eligible projects for many years. The problem here is that public transportation providers with ample eligible projects are being precluded from applying for FTA Section 5307 funds because of FTA guidance that goes beyond what is required in law or regulation. We believe there is a fair solution that we describe below after briefly describing our recent history with FTA on this issue.

The Procedural Background: We submitted a request to FTA for an administrative waiver of FTA guidance to FTA's then-Acting Administrator, Carolyn Flowers on October 17, 2016 and provided as part of this request lengthy background information and explanation for why we believed FTA could and should intervene in this matter. On January 18, 2017, Acting Administrator Flowers informed the Alaska Railroad that she believed FTA lacked the authority to impose a resolution and instead suggested that FTA could help mediate the matter. FTA's Region X Regional Administrator convened a subsequent effort at mediation in Anchorage with both parties that was unsuccessful. We believe Acting Administrator Flowers' determination regarding FTA's authority was incorrect since we believe FTA can and should address problems caused by its guidance and, as explained below, FTA can intervene in a way which will permit grant applications without requiring that the parties must follow an FTA imposed split. The parties will always remain free to follow the method for achieving a split provided in FTA's guidance.

The Solution: We ask that you communicate to FTA that you believe it should provide a default means for splitting Section 5307 funds for the Anchorage urbanized area that would apply if the designated recipients for the Anchorage cannot agree upon a split. We explained in our October 17, 2016 request to FTA that we were not seeking a mandatory split but instead one that would apply only if the parties cannot agree on one.

The specific means for splitting that we proposed then, and propose to you now, is the same method the Alaska Railroad and the Municipality of Anchorage have always used. Under this method, FTA's formula data is used to determine the split by allocating funds based upon the rail tier of FTA's Section 5307 formula to the Alaska Railroad and funds based upon the bus tier of FTA's Section 5307

formula to the Municipality of Anchorage. This approach is permitted by FTA guidance and splitting Section 5307 funds according to FTA formula data is a method frequently used across the country by urbanized areas.

The logic and fairness of using FTA formula data as the basis of a default method for splitting Section 5307 funds in Anchorage is compelling since there is a clear rail/bus distinction between the Alaska Railroad's operations and the Municipality's operations and the parties have always used this method. These facts are unique to the Anchorage urbanized area.

Therefore, we ask that you communicate to FTA that you find FTA's guidance has not adequately addressed this particular situation and that it is appropriate for FTA to intervene in accordance with our October 17, 2016 request to Acting Administrator Flowers by providing the default means for splitting Section 5307 funds that we propose for Anchorage. I sincerely thank you for your attention to this matter, and please let me know if I can provide any additional information to you on this matter.

Sincerely,



Bill O'Leary
President and Chief Executive Officer

cc:

ARRC Board of Directors

Linda Gehrke, Regional Administrator, FTA Region 10

Matthew Welbes, FTA Executive Director

The Honorable Ethan Berkowitz, Mayor, Municipality of Anchorage

Dave Kemp, Policy Committee Chair, Anchorage Metropolitan Area

Transportation Solutions

Patrick W. Reilly, Esq.

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ANCHORAGE, AK 99501
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ACTWGT: 0.10 LB
CAD: 006993692/SSFE1722

BILL THIRD PARTY

TO THE HONORABLE ELAINE L CHAO
SECRETARY OF DEPT OF TRANSPORTATION
1200 NEW JERSEY AVE SE
OFFICE OF THE SECRETARY
WASHINGTON DC 20590

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INVT

DEPT:



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MON - 06 MAR 3:00P
STANDARD OVERNIGHT

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S10-170306-017

20590
DC-US IAD

AO Calendar Attachment Production--0010

DOT-17-0492-C-000010



Express





Williams, Lakiah (FTA)

From: Sanders, Ben (OST)
Sent: Thursday, April 27, 2017 5:20 PM
To: Williams, Lakiah (FTA)
Cc: Miller, Linda (OST); Schofield, Ashleigh (OST); Farmer, Lisa (OST)
Subject: S10-170331-036 / S10-170321-012

Importance: High

Lakiah –

These two are all clear for FTA to sign/send. Please send us pdfs of the final signed copies and we'll close out. Thank you!

| | | | |
|--------------------------------|--------------------|---|--|
| S10-170321-012 | FTA STAFFED FORSIG | Requesting the Secretary Review Whether the Federal Transit Administration (FTA) has the Authority t... | Dan Sullivan United States Senate |
| S10-170331-036 | FTA STAFFED FORSIG | Supporting the Request for Review Filed by the Alaska Railroad Corporation (ARRC) Regarding Federal ... | Don Young U.S. House of Representatives |

Ben Sanders
Supervisory Writer-Editor
OST/S-10
W93-411
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x64277 – Office Line

OFFICE OF THE SECRETARY OF TRANSPORTATION
Executive Secretariat

S10-170331-036
S-10 Control Number

ASHLEIGH.SCHOFIELD / zLinda.Miller
Specialist/Writer-Editor

(b) (5)

Office / Contact / Extension / Date

*Rec.
in S-10*

Subject:

Supporting the Request for Review Filed by the Alaska Railroad Corporation (ARRC) Regarding Federal Transit Administration (FTA) Section 5307 Funds for the Anchorage, AK Urbanized Area

Chief of Staff / Deputy Chief of Staff

- ☐ Cleared and Concurred - forward to S-1
- ☐ Cleared and Concurred w/edits - forward to S-1
- ☐ Cleared only - forward to S-1
- ☐ Not Cleared
- ☐ Cleared and Concurred - forward to S-2
- ☐ Cleared and Concurred w/edits - forward to S-2
- ☐ Cleared only - forward to S-2

Date in: _____

Date out: _____

Initials: _____

Comments:

Autopen Approval

Date: _____

Deputy Secretary

- ☐ Cleared and Concurred
- ☐ Cleared and Concurred w/edits
- ☐ Cleared only
- ☐ Not Cleared

Date in: _____

Date out: _____

Initials: _____

Comments:

Autopen Approval

Date: _____

S-10 Follow-up

Reviewed by Executive Secretariat

Correspondence
Manager
Date:

Deputy Director:
Date:

Director:
Date:



U.S. Department
of Transportation
**Federal Transit
Administration**

Executive Director

1200 New Jersey Avenue, SE
Washington, DC 20590

APR 28 2017

The Honorable Dan Sullivan
United States Senate
Washington, DC 20510

Dear Senator Sullivan:

Thank you for your letter dated March 22 to Secretary Chao, regarding the sub-allocation of Federal Transit Administration (FTA) Urbanized Area Formula Program funds in the Anchorage urbanized area. Based on prior correspondence and meetings with FTA staff and former FTA leadership, we are aware that the Municipality of Anchorage (MOA) and the Alaska Railroad Corporation (ARRC) have not yet agreed on the sub-allocation of funds. Secretary Chao has asked me to respond on her behalf.

Your letter asks whether FTA has authority to resolve this dispute administratively, specifically by directing that the relevant designated recipients continue to sub-allocate funds based on the program's bus and rail apportionment factors.

Consistent with the Federal transit statute and FTA guidance, decisions on the sub-allocation of funding are assigned to local recipients designated by the Governor. Pursuant to FTA Circular 9030.1E, "designated recipients and the Metropolitan Planning Organization (MPO) should determine the subarea allocation fairly and rationally through a process based on local needs and agreeable to the designated recipients." Accordingly, due to the fundamentally local nature of sub-allocation determinations, FTA cannot impose a sub-allocation decision on duly designated recipients. The decision must be made by the designated recipients or by the Governor of Alaska.

At a meeting in Anchorage on February 9, 2017, FTA attempted to facilitate a solution with MOA and ARRC, at which we discussed the following potential solutions:

- The ability to do a partial allocation so MOA and ARRC can access a portion of program funds;
- The ability of ARRC to use funds "earned" in the Anchorage Urbanized Area (UZA) on railroad projects in and around Anchorage;
- Hiring a professional mediator or alternative dispute resolution counselor to assist in obtaining a positive outcome;
- Referring the sub-allocation issue to the Governor's office for resolution;
- Reconsider at the composition of the MPO to address ARRC's concerns about inadequate representation; and
- Revisit discussions about establishing commuter rail service between Eagle and Anchorage.

The Honorable Dan Sullivan

Alternatively, the Governor could choose to select only one of the agencies, or another agency or agencies, as the designated recipient of the funds.

The FTA is willing to work with MOA and ARRC to award their grants and fund projects in the Anchorage UZA. However, until the two parties reach an agreement or the Governor of Alaska take action on the sub-allocation of Urbanized Area Formula Program funds, FTA cannot award grants for the funding in question. We appreciate your ongoing concern regarding this program.

I hope this information is helpful. If I can provide additional information or assistance, please feel free to contact me.

Sincerely,



Matthew J. Welbes



U.S. Department
of Transportation

**Federal Transit
Administration**

Executive Director

1200 New Jersey Avenue, SE
Washington, DC 20590

APR 28 2017

The Honorable Don Young
U.S. House of Representatives
Washington, DC 20515

Dear Congressman Young:

Thank you for your letter dated March 20 to Secretary Chao, regarding the suballocation of the Federal Transit Administration (FTA) Urbanized Area Formula Program funds in the Anchorage urbanized area. Based on prior correspondence and meetings with FTA staff and former FTA leadership, we are aware that the Municipality of Anchorage (MOA) and the Alaska Railroad Corporation (ARRC) have not yet agreed on the suballocation of funds. Secretary Chao has asked me to respond on her behalf.

Your letter requests the U.S. Department of Transportation to support a default method proposed by ARRC to split Section 5307 funds between the relevant designated recipients.

Consistent with the Federal transit statute and FTA guidance, decisions on the suballocation of funding are assigned to local recipients designated by the Governor. Pursuant to FTA Circular 9030.1E, "designated recipients and the Metropolitan Planning Organization (MPO) should determine the subarea allocation fairly and rationally through a process based on local needs and agreeable to the designated recipients." Accordingly, due to the fundamentally local nature of suballocation determinations, FTA cannot impose a suballocation decision on duly designated recipients. The decision must be made by the designated recipients or by the Governor of Alaska.

At a meeting in Anchorage on February 9, 2017, FTA attempted to facilitate a solution with the MOA and ARRC, and we discussed the following potential solutions:

- The ability to do a partial allocation so that the MOA and ARRC can access a portion of program funds;
- The ability of ARRC to use funds "earned" in the Anchorage Urbanized Area (UZA) on railroad projects in and around Anchorage;
- Hiring a professional mediator or alternative dispute resolution counselor to assist in obtaining a positive outcome;
- Referring the suballocation issue to the Governor's office for resolution;
- Reconsider the composition of the MPO to address ARRC's concerns about inadequate representation; and
- Revisit discussions about establishing commuter rail service between Eagle and Anchorage.

The Honorable Don Young

Alternatively, the Governor could choose to select only one of the agencies, or another agency or agencies, as the designated recipient of the funds. Within Alaska's amount of Urbanized Area Formula Program funds for areas under 200,000 in population, the Governor can also decide how much of the funding is allocated to the Anchorage Urbanized Area.

FTA is willing to work with the MOA and ARRC to award their grants and fund projects in the Anchorage UZA. However, until the two parties reach an agreement or the Governor of Alaska takes action on the suballocation of the Urbanized Area Formula Program funds, FTA cannot award grants for the funding in question.

We appreciate your interest in this program and hope this information is helpful. If I can provide additional information or assistance, please feel free to contact me.

Sincerely,



Matthew J. Welbes

FAA Unmanned Aircraft System (UAS) Updates

The Airspace Environment

Date: June 20, 2017



The Three A's of Flying an Aircraft



- **Fundamental requirements to fly an aircraft in the NAS**
- **Form the basis for understanding today's aviation regulations**

Background

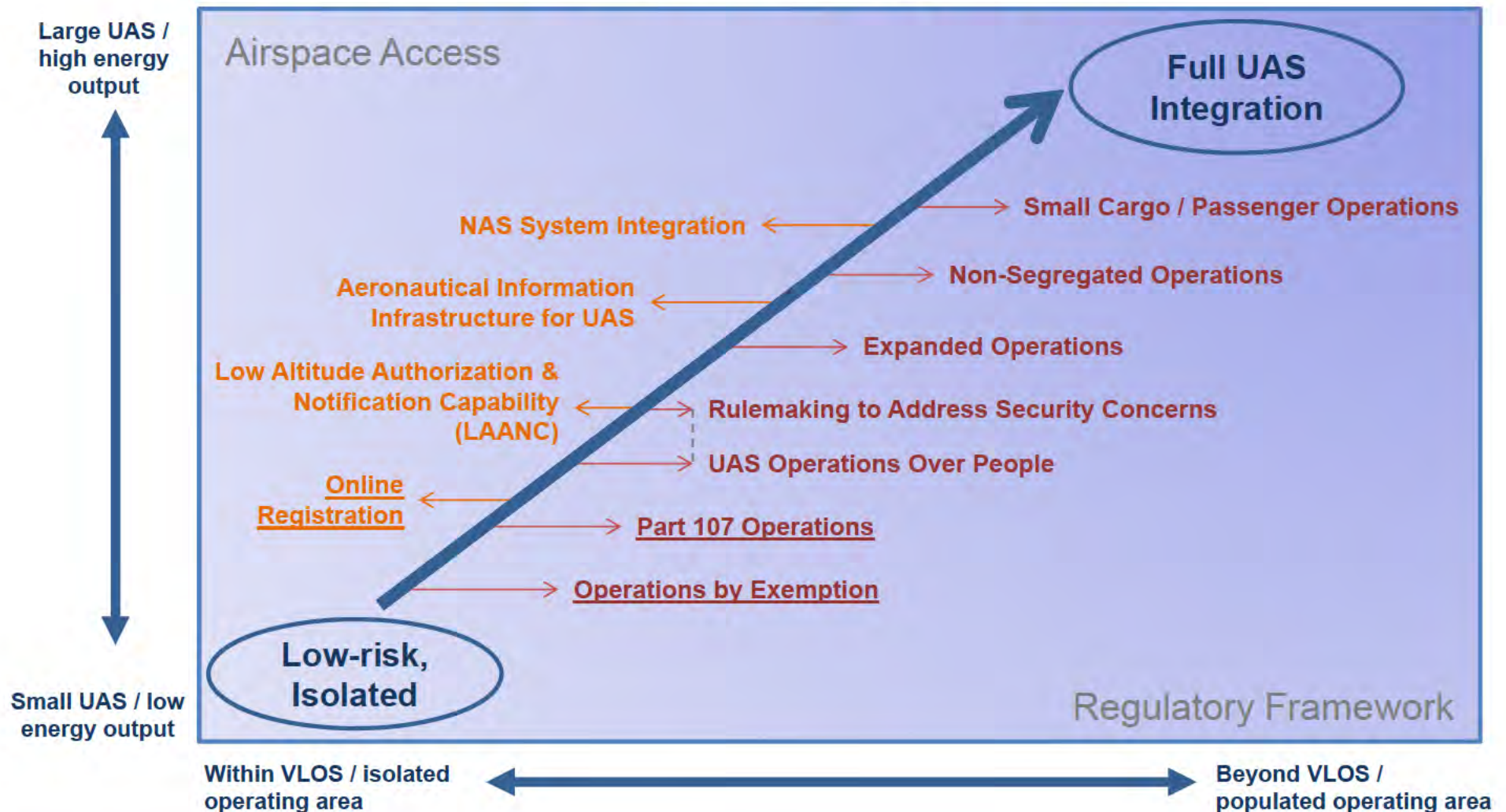
- **FAA began issuing Certificates of Authorization or Waiver (COAs) to public UAS operators in mid-2000s**
- **COAs for non-public UAS Arctic operations in 2013**
- **Commercial COAs for Section 333 UAS operators in 2014**

Background

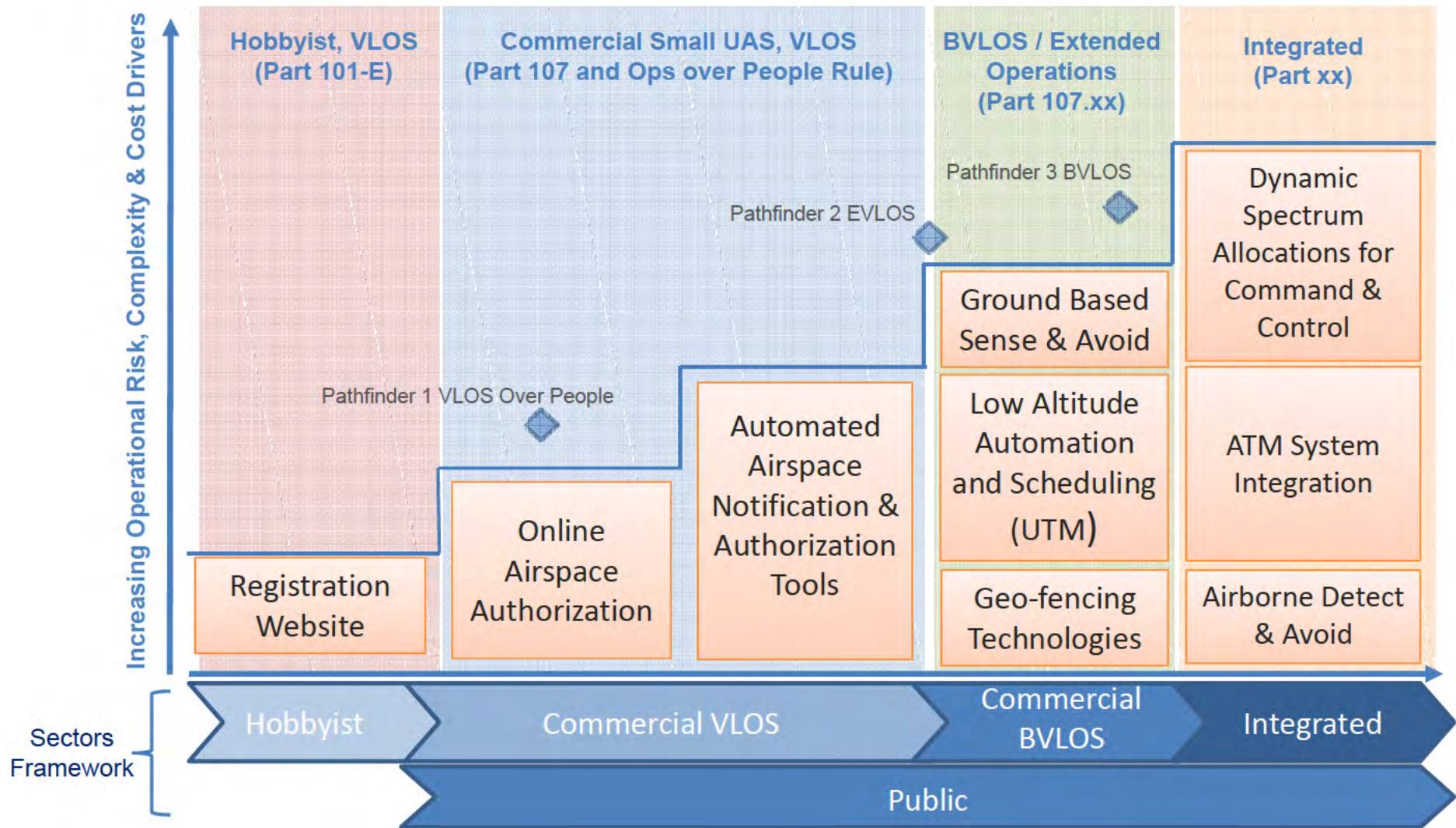
- **Blanket COAs for UAS test sites**
 - Nationwide, up to 200 feet AGL (May 2015), expanded to 400 feet (September 2015)
- **Blanket COAs for Section 333 operators**
 - Nationwide, up to 200 feet AGL (March 2015), expanded to 400 feet (March 2016)
 - Used “2-3-5 Rule” for standoff distances from airports
- **Continued issuing public COAs**
 - Law enforcement and first responders
 - Universities



The Path to Full Integration



Critical Technology Enablers



The Fundamentals

- **Integration, not segregation**
- **One air traffic control system**
- **Maintenance of existing capacity and safety**



Operating Environments



60K' MSL



IFR -like

UAS will be expected to meet certification standards and operate safely with traditional air traffic and ATM services.

(Example Use Case: *Communication Relay / Cargo Transport*)

Cooperative Traffic

18K' MSL

10K' MSL



Cooperative Traffic



Tweeners

These UAS will operate at altitudes below critical NAS infrastructure and will need to routinely integrate with both cooperative and non-cooperative aircraft.

(Example Use Case: *Infrastructure Surveillance*)

Non-cooperative Traffic

Non-cooperative Traffic

Terminal Airspace

MINIMUM ENROUTE ALTITUDE

500' AGL

Low-Altitude Unpopulated
Low risk BVLOS rural operations without aviation services.
(Example Use Case: *Agriculture*)

Airport

Low-Altitude Populated
Must interface with dense controlled air traffic environments as well as operate safely amongst the traffic in uncontrolled airspace.

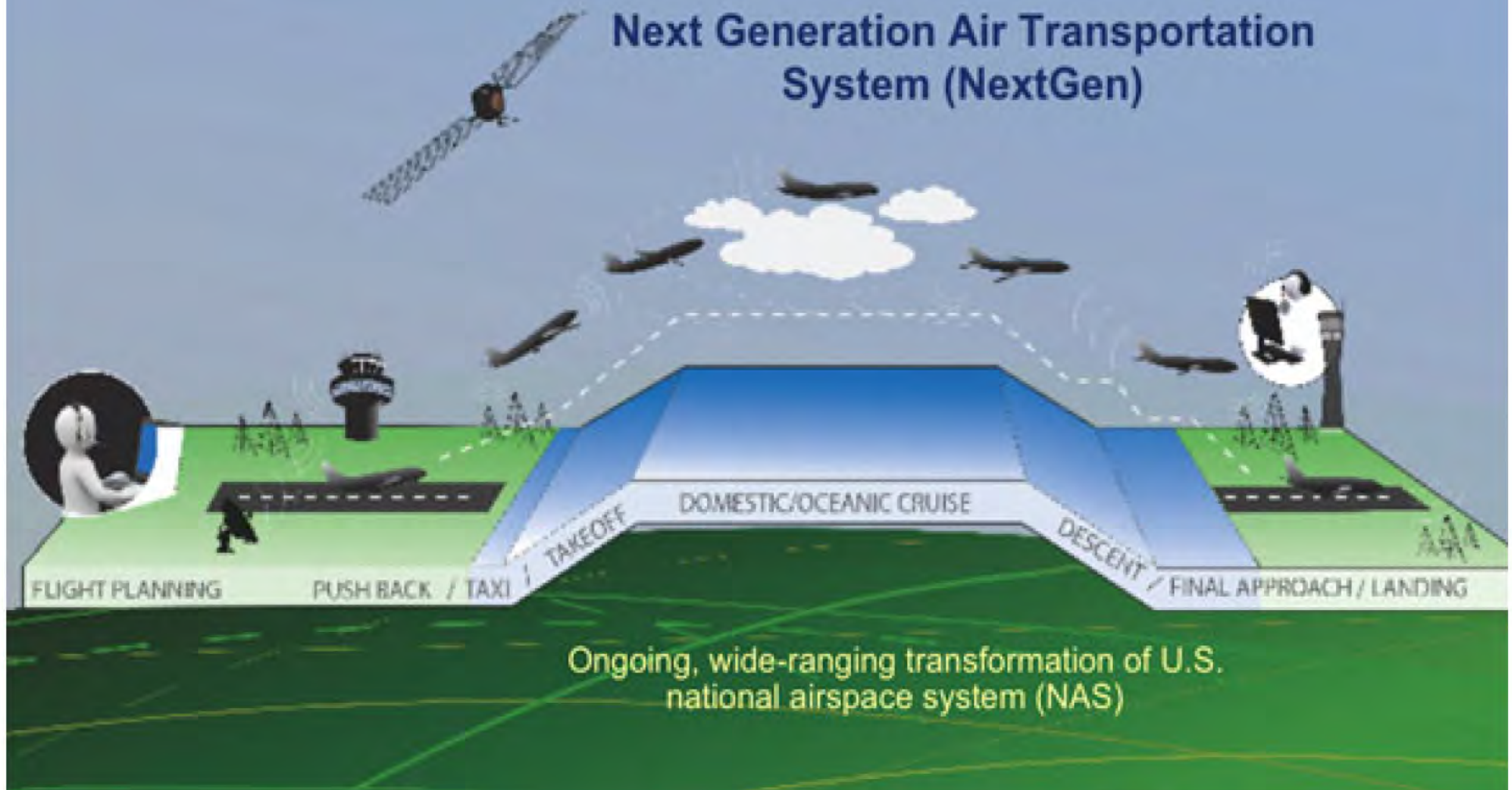
UAS Airspace Update
June 20, 2017



Federal Aviation
Administration
www.faa.gov/uas

8

Next Generation Air Transportation System (NextGen)



Ongoing, wide-ranging transformation of U.S. national airspace system (NAS)

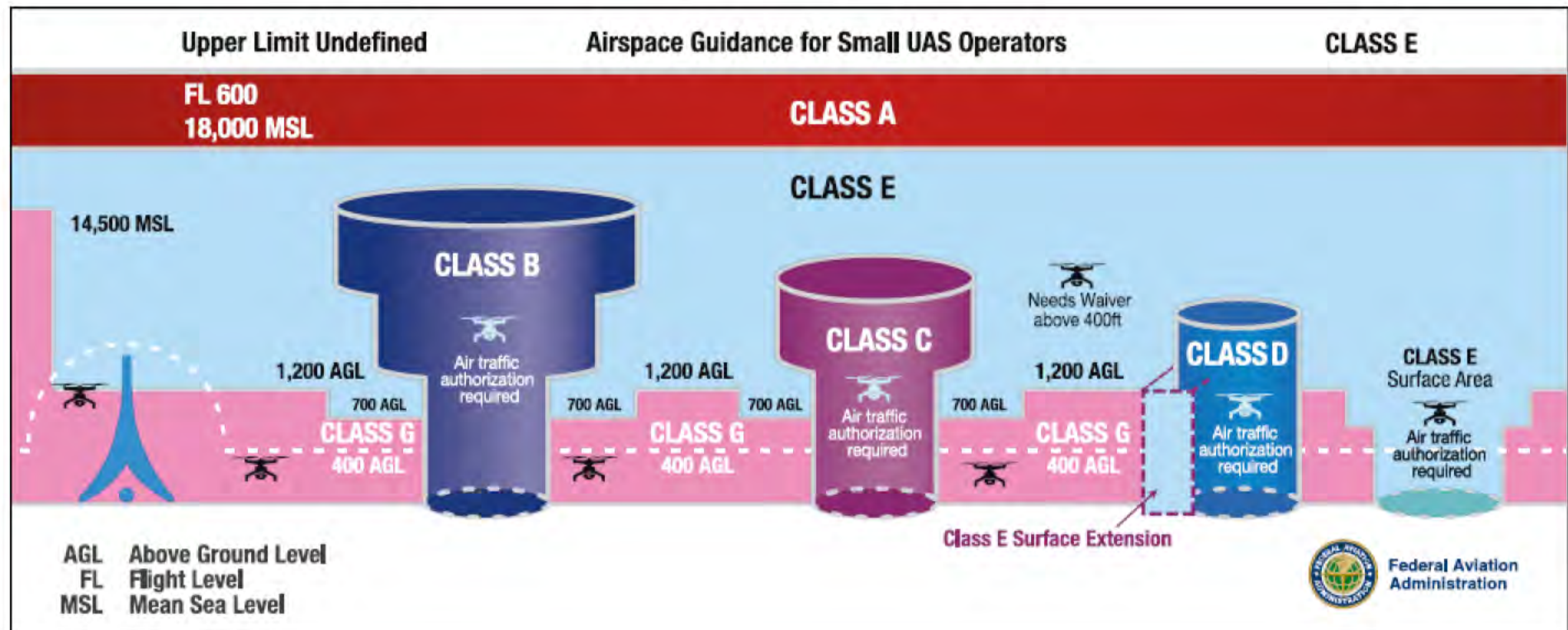
UAS Airspace Update
June 20, 2017



Federal Aviation
Administration
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9

Part 107 Airspace Requirements



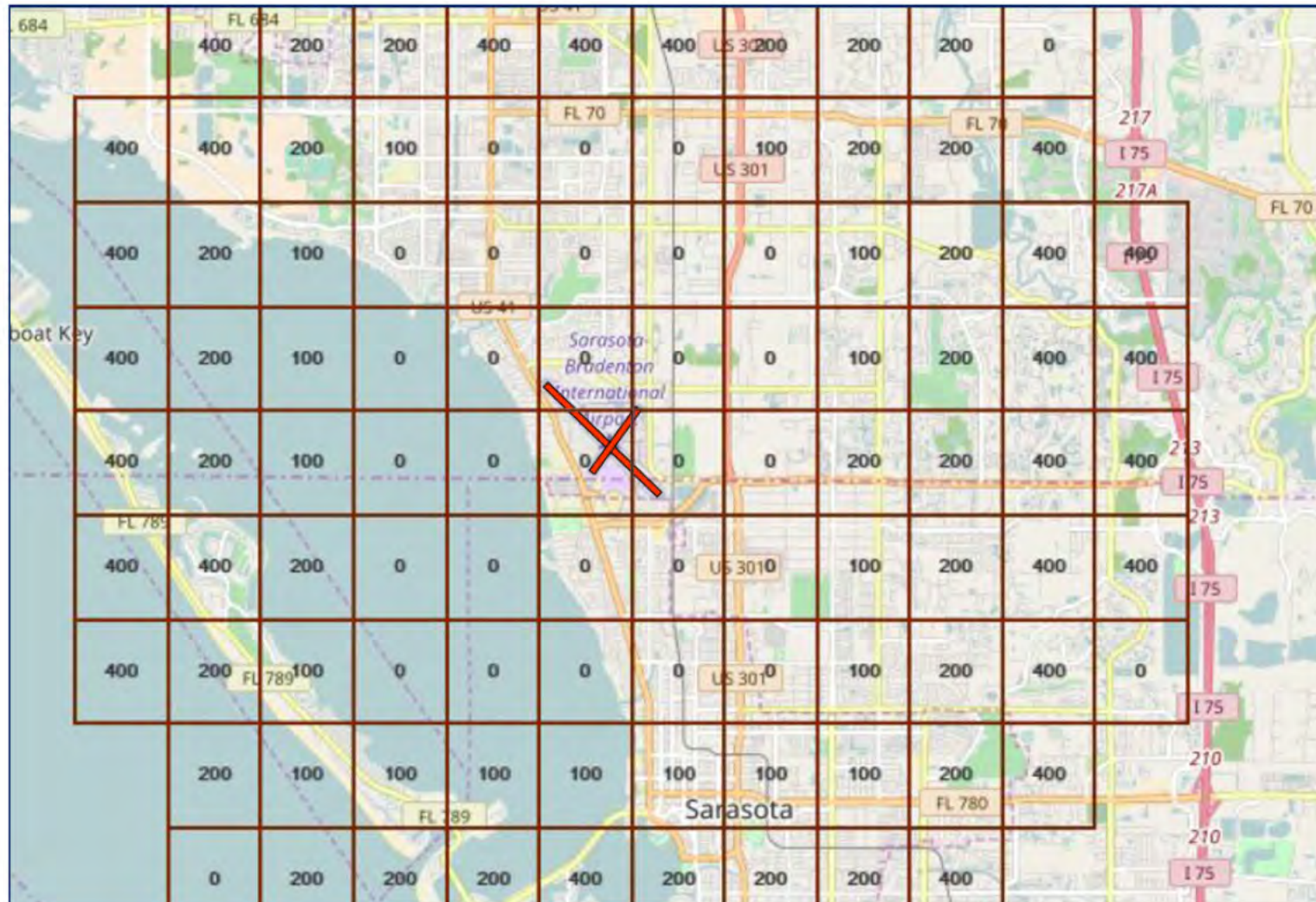
UAS Airspace Update
June 20, 2017



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10

UAS Facility Maps (UASFM)



UAS Airspace Update
June 20, 2017

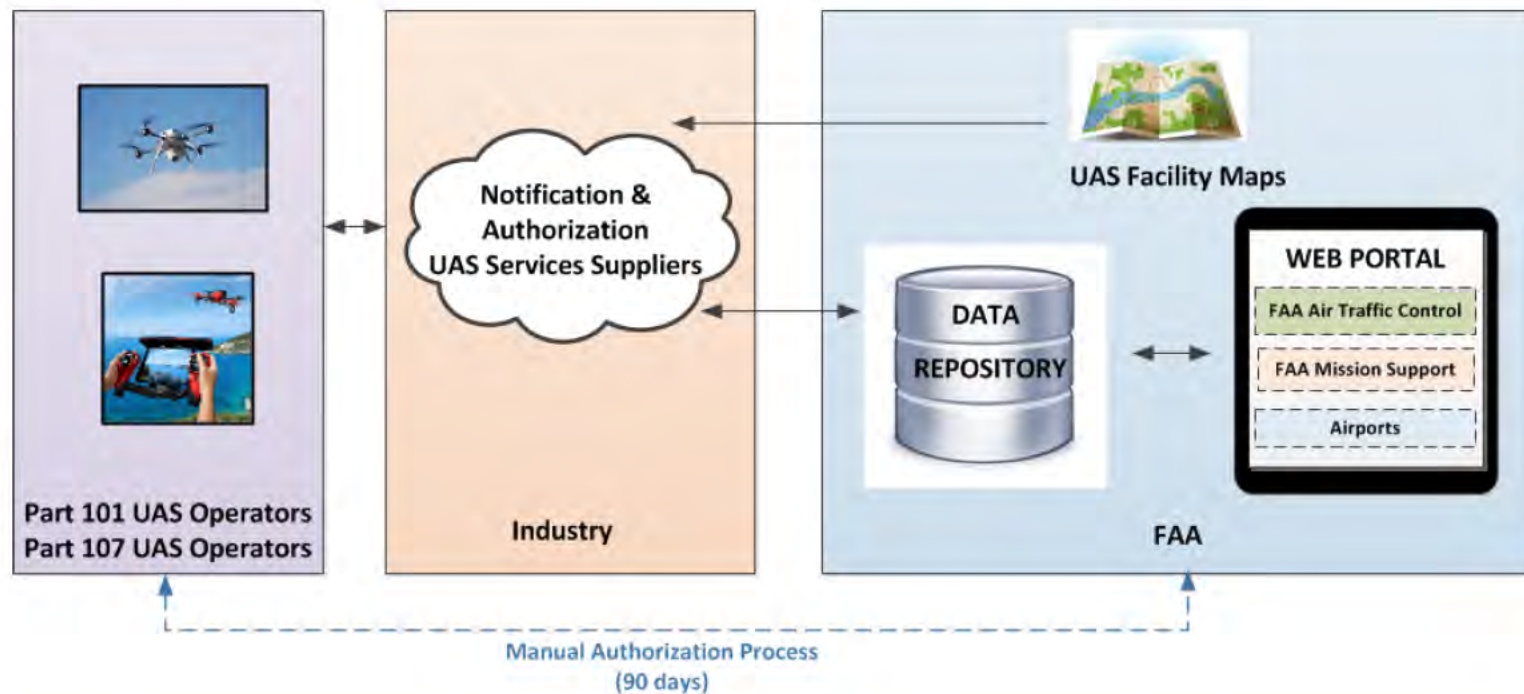
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11

Low Altitude Notification & Authorization Capability (LAANC)



Goals

- Enable efficient Part 101/107 notification and authorization services to small UAS operators
- Provide the data exchange framework for UAS traffic management (UTM)

What is UTM?

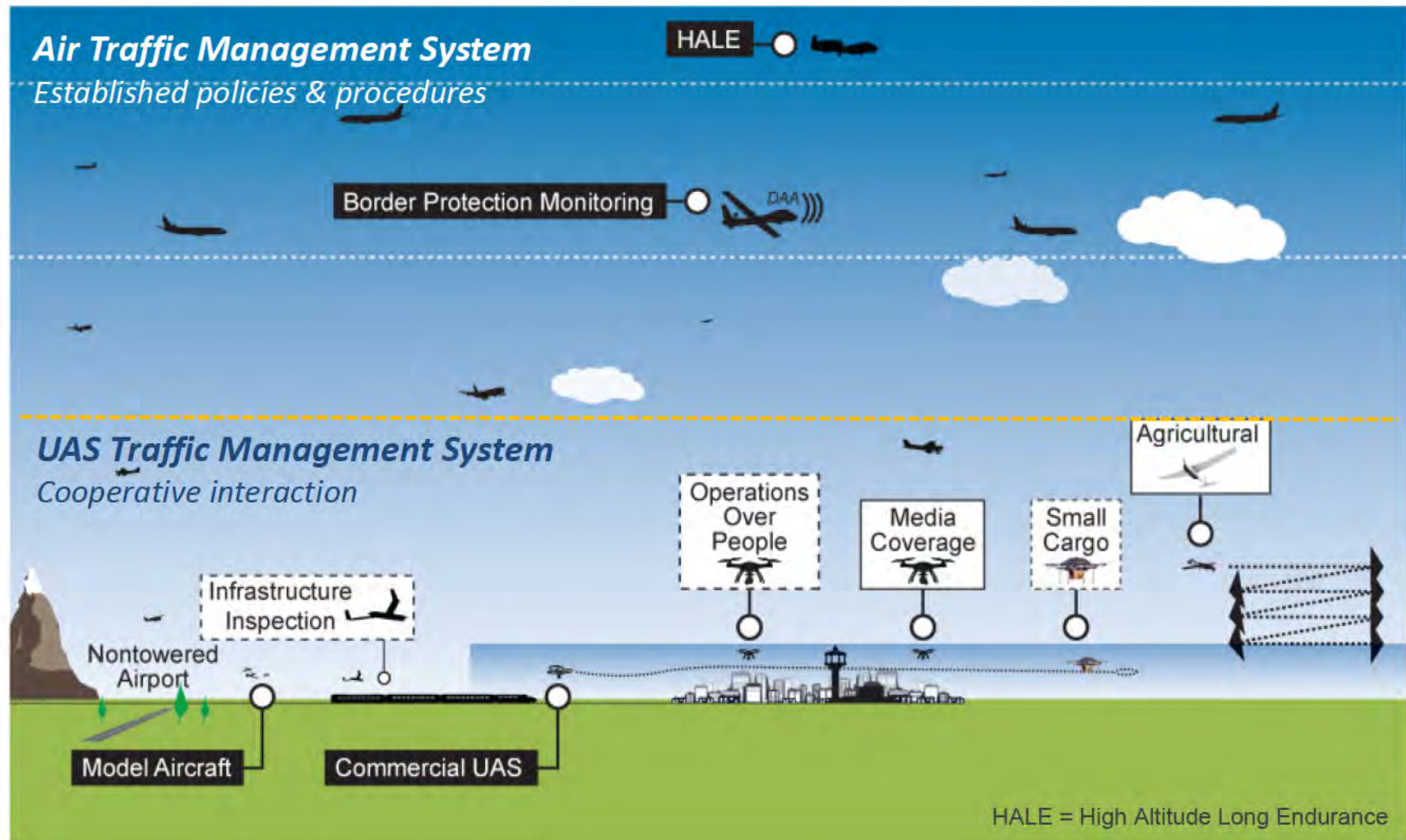
- UTM is an “traffic management” ecosystem for uncontrolled operations
- UTM is a separate, but complementary system to the Air Traffic Management (ATM) system
- UTM utilizes industry’s ability to supply services under FAA’s regulatory authority where these services do not exist
- UTM development will ultimately identify services, roles/responsibilities, information architecture, data exchange protocols, software functions, infrastructure, and performance requirements for enabling the management of low-altitude uncontrolled UAS operations

How to enable multiple BVLOS operations in low-altitude airspace?

UTM addresses critical gaps associated with lack of support for uncontrolled operations



Managing Airspace Access – UTM



UTM Principles and Services

Principles

- ☐ Users operate in airspace volumes as specified in authorizations, which are issued based on type of operation and operator/vehicle performance
- ☐ UAS stay clear of each other
- ☐ UAS and manned aircraft stay clear of each other
- ☐ UAS operator has complete awareness of airspace and other constraints
- ☐ Public safety UAS have priority over other UAS

Key UAS-related services

- ☐ Authorization/Authentication
- ☐ Airspace configuration and static and dynamic geo-fence definitions
- ☐ Track and locate
- ☐ Communications and control (spectrum)
- ☐ Weather and wind prediction and sensing
- ☐ Conflict avoidance (e.g., airspace notification)
- ☐ Demand/capacity management
- ☐ Large-scale contingency management (e.g., GPS or cell outage)

Defining Operator and Regulator /ANSP Roles

UAS Operator

- Assure communication, navigation, and surveillance (CNS) for vehicle
- Register
- Train/qualify to operate
- Avoid other aircraft, terrain, and obstacles
- Comply with airspace constraints
- Avoid incompatible weather

Regulator/Air Navigation Service Provider

- Define and inform airspace constraints
- Facilitate collaboration among UAS operators for de-confliction
- If future demand warrants, provide air traffic management
 - Through near real-time airspace control
 - Through air traffic control integrated with manned aircraft traffic control, where needed

Third-party entities may provide support services but are not separately categorized or regulated

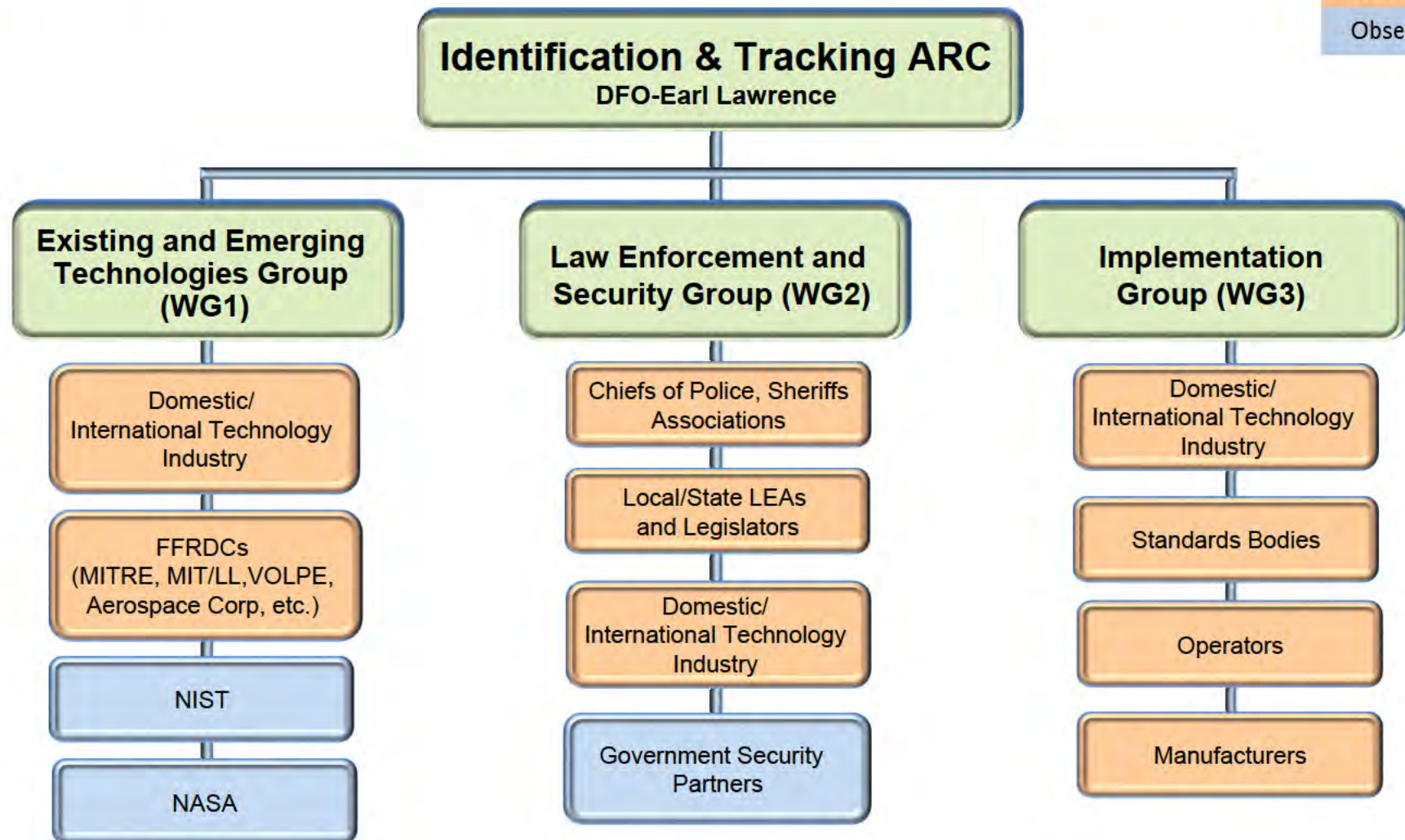


Identification and Tracking ARC

Legend:

Member

Observer



UAS in Controlled Airspace ARC

- **Recommend scenarios encompassing most desired operations**
- **Identify gaps in R&D to inform integration**
- **Recommend prioritized changes/additions to policies and capabilities to achieve integration**
- **Submit recommendations to the FAA within 12 months**



American Leadership in Emerging Technology – UAS Breakout Session

Industry Participants Background

By: FAA UAS Integration Office

Date: June 20, 2017



AIRMAP

AirMap is an airspace service platform provider, actively engaged with NASA's UTM research.

CEO and co-founder Ben Marcus is a member of the Drone Advisory Committee (DAC) Subcommittee. The DAC's purpose is to provide the UAS stakeholder community with an ongoing opportunity to engage and advise the FAA on UAS integration activities. Mr. Marcus also spoke on a Stakeholder Engagement panel at the FAA's 2017 UAS Symposium.

Mr. Marcus is also the co-chair of the Unmanned Aircraft Safety Team (UAST), which is a government-industry partnership focused on the communication and coordination of unmanned aircraft safety issues. The UAST's activities focus on reducing the likelihood of deaths and/or serious injuries caused by an unmanned aircraft operation through non-regulatory, proactive safety strategies.

Co-founder Greg McNeal is serving on the UAS ID & Tracking aviation rulemaking committee (ARC) slated to begin June 21. The ARC brings together subject matter experts from the UAS industry, academia, and security and law enforcement communities to make recommendations for how remote identification may be implemented to address public safety and security concerns. He is supporting Working Group 1, which will evaluate existing and emerging technologies.



Ben Marcus, CEO, AirMap



Greg McNeal, Co-founder, AirMap



Airspace is a drone security solution for identifying, tracking, and autonomously removing rogue drones from the NAS.

Airspace Systems, Inc. CEO and Co-founder Jaz Banga currently serves on the Drone Advisory Committee.

Saad Enam, responsible for corporate development and product counsel at Airspace Systems, Inc., serves on the Drone Advisory Committee Subcommittee.

VP of Product Tyler Valiquette, has been designated as a member of the UAS Identification and Tracking Aviation Rulemaking Committee (ARC), specifically supporting Working Group 1 to evaluate existing and emerging identification and tracking technologies.



*Jaz Banga, CEO & Co-founder,
Airspace Systems, Inc.*



*Tyler Valiquette, VP of Product,
Airspace Systems, Inc.*



Kespry builds an automated UAS operating platform.

Kespry CEO George Mathew joined the company in early 2017.
Kespry's President is **Jeff Palmer**.

Kespry was founded in 2013 in Silicon Valley. It is a provider of automated drone systems for commercial markets. Kespry provides systems that capture, view, analyze and share aerial data, largely marketed to the construction industry, though it has recently announced moves into the insurance industry as well.

The FAA currently has no formal partnerships with Kespry.



George Mathew, CEO, Kespry



Jeff Palmer, President, Kespry



PrecisionHawk is a UAS manufacturer and operating platform provider, and has also developed a low altitude tracking and airspace safety system (LATAS) that functions like an aircraft transponder network.

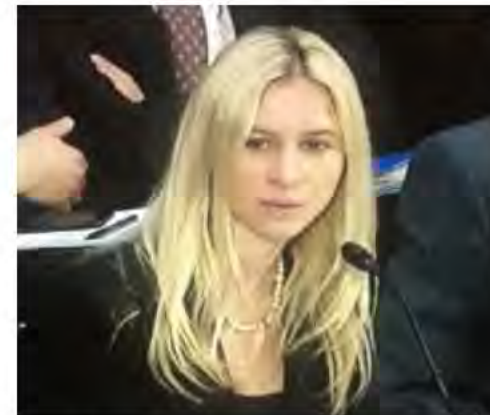
Michael Chasen joined PrecisionHawk as **CEO** in January 2017. He also serves on the Drone Advisory Committee.

Senior Vice President of Policy & Strategy Diana Cooper serves on the DAC Subcommittee and testified with the FAA's UAS Integration Office Executive Director Earl Lawrence at a hearing of the Senate Committee on Commerce, Science and Transportation in March 2017. Ms. Cooper served on panels at the FAA's UAS Symposium in March 2017 and will participate on Working Group 1 (Existing and Emerging Technologies) of the UAS ID & Tracking ARC slated to begin June 21.

PrecisionHawk is one of the FAA's three original Pathfinder partners. PrecisionHawk has been granted a part 107 beyond visual line-of-sight waiver and is exploring how UAS flights outside the pilot's direct vision might allow greater UAS use for crop monitoring in precision agriculture operations. They are currently entering the third operational phase of their program.



Michael Chasen, CEO, PrecisionHawk



Diana Cooper, Vice President of Policy & Strategy, PrecisionHawk



Measure provides turnkey UAS operational solutions to acquire, process, and deliver actionable aerial data to enterprise customers. They have been issued a part 107 waiver to conduct night operations, and hold a Section 333 exemption for aerial data acquisition.

Robert Wolf is the Chairman and Co-Founder of Measure. He is also the Founder and CEO of 32 Advisors. He has had multiple Presidential appointments, and currently is a Fox News and Fox Business contributor.



*Robert Wolf, Chairman &
Co-founder, Measure*

Brandon Torres Declet is the CEO and Co-Founder of Measure. Prior to founding Measure, he established and managed the Defense and Homeland Security government relations practice at McAllister & Quinn, served as Counsel on Capitol Hill to Senator Dianne Feinstein and Congresswoman Jane Harman, advised the NYPD Counter Terrorism Bureau under Commissioner Ray Kelly and held senior positions at the Departments of Defense and Homeland Security. Brandon also served on the UAS Registration Task Force in November 2015.



*Brandon Torres Declet, CEO &
Co-founder, Measure*

The FAA currently has no formal partnerships with Measure.



In 2016, the FAA granted Microsoft a **Section 333 exemption** in accordance with the FAA 2012 Modernization and Reform Act for UAS flights over people to conduct aerial photography/ videography for advertising, closed-set motion picture filming, and use in software.

Microsoft was also issued a part 107 waiver to operate above 400 feet on May 25, 2017.

The FAA currently has no formal partnerships with Measure.



Trumbull Unmanned provides client services to enable UAS operations, specifically to the oil and gas industries. Trumbull received a Section 333 exemption in 2015 for aerial inspections, mapping, monitoring, and security of infrastructure and operations in the energy industry. Since 2016 Trumbull has received many waivers for operations in restricted airspace, particularly around airports. Trumbull also has a part 107 waiver to conduct night operations.

Founder and CEO Dyan Gibbens is an Air Force Academy graduate and possesses a decade of technical experience leading acquisitions and aerospace program management within the Department of Defense. She is also a pilot and former member of the Air Force Parachute Team. For several years, her research and work focused on UAS integration. Her education and training include a BS in Civil Engineering emphasis on mechanical & environmental engineering (USAF Academy), an MBA (OSU), and she is a PhD candidate and Distinguished Graduate Fellow in Industrial Engineering and Management focusing on UAS integration, also from OSU.



*Dyan Gibbens, Founder & CEO,
Trumbull Unmanned*

Spriggs, Brian (OST)

From: DOTExecSec (OST)
Sent: Monday, April 10, 2017 8:33 AM
To: Spriggs, Brian (OST)
Subject: FW: Humanetics - Request for a Meeting with Secretary Chao

From: Inman, Todd (OST)
Sent: Friday, April 07, 2017 5:14 PM
To: SecretaryScheduler (OST)
Subject: FW: Humanetics - Request for a Meeting with Secretary Chao

J. Todd Inman

Director Of Operations

Office of the Secretary

United States Department of Transportation

West Building Secretary Suite

W90-321

1200 New Jersey Ave S.E.

Washington DC 20590

(Please direct scheduling requests to secretaryscheduler@dot.gov)

From: Rhonda Grant [<mailto:Rhonda.Grant@grantconsultinggroup.net>]
Sent: Wednesday, April 05, 2017 11:35 AM
To: Inman, Todd (OST)
Cc: Chad Grant; Ann McDaniel
Subject: Humanetics - Request for a Meeting with Secretary Chao

Good morning Todd,

Congratulations on last week's event! We were hoping that we could get our CEO Christopher O'Connor in to meet with the Secretary last week when he was in town to attend the celebration but completely understand that it was impossible. We are still interested in getting him in to meet with her and you as soon as possible. Humanetics plays a key role with NHTSA and will be an important testing partner for AV's and the urgency of getting proper data to DOT as this technology grows.

We went through the channels you suggested and received a missive back stating the Secretary is not available at this time. Could you please help us with this request?

Many thanks and we appreciated being a part of last week's event.

Best,

Rhonda

Please see our new online presence at www.grantconsultinggroup.net

Rhonda K. Grant

President & CEO

AMERICAN
S10-170410-003
OVERSIGHT

Grant Consulting Group
304 East Capitol St. N.E., Suite 4
Washington, DC 20001
Phone: 517.367.2088
Cell: (b) (6)



Please see our new online presence at www.grantconsultinggroup.net

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From: Inman, Todd (OST) [<mailto:todd.inman@dot.gov>]
Sent: Tuesday, March 7, 2017 12:29 PM
To: Chad Grant <Chad.Grant@grantconsultinggroup.net>; McInerney, Marianne (OST) <marianne.mcinerney@dot.gov>
Cc: Rhonda Grant <Rhonda.Grant@grantconsultinggroup.net>
Subject: RE: Humanetics - Display and Open House

Thanks Chad,

I'm looping in Marianne from our public affairs division that has taken the lead on the homecoming/open house. The date has been locked down at March 29th now.

J. Todd Inman
Director Of Operations
Office of Secretary Elaine L. Chao
United States Department of Transportation
West Building Secretary Suite
W90-321
1200 New Jersey Ave S.E.
Washington DC 20590
(Please direct scheduling requests to secretaryscheduler@dot.gov)

From: Chad Grant [<mailto:Chad.Grant@grantconsultinggroup.net>]
Sent: Tuesday, March 07, 2017 12:07 PM
To: Inman, Todd (OST)
Cc: Rhonda Grant
Subject: Humanetics - Display and Open House

Todd,
Just following up on a few things because we have not heard back from the event planners.

1. For the 50th DOT anniversary display. I assume it is still April 1st, but do we have a definite day/time & location for this event? Also, for the proposed display, any information regarding the size/area/venue layout?
2. Also wanted to follow up on the "open house" to see if that is moving forward and if we are 'on the list'! Just want to make sure we have this blocked out on the calendar, if you know the day/time/location, etc.

I can only imagine how busy you are and thank you for your help! Chris O'Connor, CEO of Humanetics, and Rhonda will be in DC next week to meet with DoD. If there are any opportunities that present themselves for us to meet with Secretary Chao we would be very grateful. We know that with the increased number of auto deaths in US and more autonomous vehicles on the roads – safety is going to be a major issue for DOT/NHTSA this year. Just let us know how we can help.

Also, Gov. Kasich or his staff will be visiting Humanetics manufacturing plant in Huron, OH (April 3rd) before his State of the State (April 4th) – maybe a good opportunity for Sec. Chao to take a tour of Humanetics (they produce 98% of the worlds crash test dummies here).

Regards,
Chad Grant

Chad Grant
Vice President
Grant Consulting Group
304 East Capitol St. N.E., Suite 4
Washington, DC 20001
Phone: 859.967.8020



Please see our online presence at www.grantconsultinggroup.net

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From: Inman, Todd (OST) <todd.inman@dot.gov>
Sent: Wednesday, February 8, 2017 5:47 AM
To: Chad Grant
Cc: Rhonda Grant
Subject: RE: Request for Meeting with Secretary Chao

Thanks, I'll ask the scheduling folks. Until we get some deputy secretary's up and running she may want to hesitate.

On another note however, I have some people meeting today about the 2 large scale events we are planning in the next 45 days. 1. The secretary wishes to have an open house with key stakeholders, her family and other administration officials. This will likely be an invitation event where your ceo might be able to get on the list.

2. The DOT's 50th anniversary is coming up on April 1 and we are considering a substantial event highlighting the evolution of the department. One of the proposals discussed yesterday was some static displays visualizing the department's role (autonomous cars, etc) In my mind the world understands the crash dummy role in car safety and this might be a good type of display, especially if there was something showing maybe the first evolution and how it has progressed.

I'll send this over to a few of our event planners for their input, but just wanted to put it on your radar if you had any thoughts or suggestions. (as an fyi, I was in our crisis management center the other evening and they have apparently procured one to substitute for some videoconferencing where they need a stand in, kind of humourous to see)

J. Todd Inman

Director Of Operations

Office of the Secretary

United State Department of Transportation

West Building Secretary Suite (W-9)

1200 New Jersey Ave S.E.

Washington DC 20590

From: Chad Grant [<mailto:Chad.Grant@grantconsultinggroup.net>]

Sent: Tuesday, February 07, 2017 3:17 PM

To: Inman, Todd (OST)

Cc: Rhonda Grant

Subject: FW: Request for Meeting with Secretary Chao

Todd,

Thank you for your help with how to put a request in to meet with Secretary Chao. I just wanted to send you a copy of the dates that were sent and the Humanetics CEO's background.

When you can come up for air, it would be great to meet.

Best Regards,
Chad

Chad Grant

Vice President

Grant Consulting Group

304 East Capitol St. N.E., Suite 4

Washington, DC 20001

Phone: 517.367.2088

Cell: (b) (6)



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From: Rhonda Grant

Sent: Monday, February 6, 2017 4:08 PM

To: secretaryscheduler@dot.gov

Cc: Chad Grant <Chad.Grant@grantconsultinggroup.net>; Ann McDaniel <Ann.McDaniel@grantconsultinggroup.net>

Subject: Request for Meeting with Secretary Chao

Dear Assistant To Secretary Chao:

This correspondence requests a meeting with Secretary Chao and my client CEO Chris O'Connor of Humanetics. Humanetics is the world's leading supplier in the design and manufacture of sophisticated crash dummies, load cells, safety test equipment and finite element software dummy models for computerized crash test simulations.

Options for dates to meet:

February 21, 22, 23, 24

March 13 – 17

March 27

Purpose of the meeting:

To meet Secretary Chao and discuss Humanetics role with NHTSA, Transportation safety.

Many thanks for your consideration.

Best regards, Rhonda

Please see our new online presence at www.grantconsultinggroup.net

Rhonda K. Grant

President & CEO

Grant Consulting Group

304 East Capitol St. N.E., Suite 4

Washington, DC 20001

Phone: 517.367.2088

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Meeting with Secretary Elaine Chao
July 27, 2017: 2:00 pm

I. Introductions

II. Automated Vehicles and Systems

III. Corporate Average Fuel Economy Standards

IV. Maximizing Recall Effectiveness

V. Next Steps

NADA Attendees

Peter Welch

President

National Automobile Dealers Association (NADA)

Andrew Koblenz

EVP, Legal and Regulatory Affairs

NADA

Douglas Greenhaus

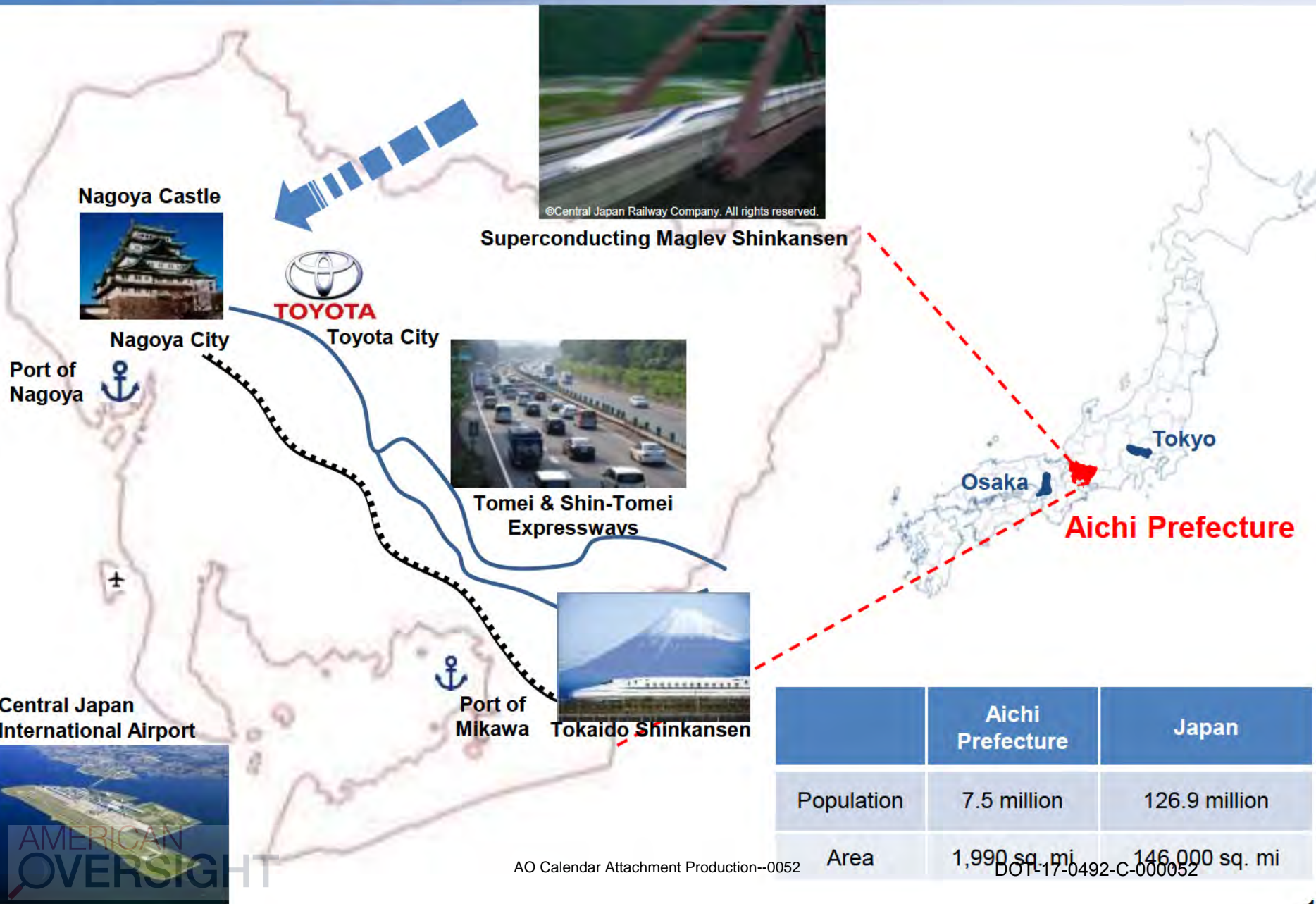
Chief Regulatory Counsel, Environment, Health, & Safety

NADA

Mark Scarpelli

NADA Chairman and Chevy, Kia and Chrysler-Jeep-Dodge-Ram Dealer

Center of Japan, heart of Japan



| | Aichi Prefecture | Japan |
|------------|------------------|----------------|
| Population | 7.5 million | 126.9 million |
| Area | 1,990 sq. mi | 146,000 sq. mi |

Leading and supporting Japan's trade

| Exports and imports (2015) (Unit: billion dollars) | | | |
|--|----------------------------|----------------------------|----------------------------|
| | Export | Import | Balance (trade balance) |
| | Amount (share in Japan) | Amount (share in Japan) | |
| Aichi | 136.1 (20.3%) | 64.8 (9.3%) | 71.3 |
| Tokyo | 58.9 (8.8%) | 105.9 (15.3%) | ▲47.0 |
| Osaka | 81.7 (12.2%) | 93.5 (13.5%) | ▲11.8 |
| Japan | 669.1 | 693.9 | ▲24.7 |

Port of Nagoya



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AO Calendar Attachment Production--0053

DOT-17-0492-C-000863

Largest industrial cluster in Japan

Value of shipments of manufactured goods (2015)

| | Value of shipments of manufactured goods | Share | Ranking |
|--------------|--|--------------|------------|
| Aichi | \$387.9 billion | 14.4% | 1st |
| Tokyo | \$72.2 billion | 2.7% | 15th |
| Osaka | \$146.3 billion | 5.4% | 3rd |



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AO Calendar Attachment Production-0054

Aichi's business categories commanding the largest share in Japan (major categories)

Machinery for transportation
Share in Japan: 39.1%
\$208.0 billion



Machinery and appliances for business use
Share in Japan: 16.3%
\$10.2 billion



Rubber products
Share in Japan: 12.9%
\$3.7 billion



Steel
Share in Japan: 13.3%
\$ 22.6 billion



Electric machinery and appliances
Share in Japan: 12.6%
\$ 19.0 billion



Plastic products
Share in Japan: 12.6%
\$ 12.8 billion



Fuel cell vehicles, superconducting maglevs, MRJ

Fuel cell vehicle

MIRAI



Superconducting Maglev



Mitsubishi Regional Jet (MRJ)



List of Delegation
Visit of the Governor of Aichi Prefecture to the U.S.
October 2017

Mr. Hideaki Ohmura, Governor of Aichi Prefecture *Last name printed “Omura” on passport

Mr. Jun Arakawa, Executive Director, Policy Coordination, Aichi Prefectural Government

Mr. Masatoshi Kondo, Director, International Affairs Division, Aichi Prefectural Government

Ms. Tomoko Kase, Assistant Director, International Affairs Division, Aichi Prefectural Government

Ms. Yuko Yajima, Assistant Director, International Affairs Division, Aichi Prefectural Government

*Last name printed “Kitamura” on passport

Ms. Yuri Nishimura, Assistant Director, International Affairs Division, Aichi Prefectural Government

Mr. Naoki Kojima, Governor’s Personal Assistant/Photographer, Policy Coordination Division,
Aichi Prefectural Government

Traveling period:

October 23 – October 28 (Governor, Mr. Kondo, Ms. Yajima, and Mr. Kojima) and

October 17 – October 28 (Mr. Arakawa, Ms. Kase, and Ms. Nishimura to advance the Governor)

From Toyota Motor North America

Mr. Tetsuo Ogawa

Managing Officer, Toyota Motor Corporation

Executive Vice President and Chief Administrative Officer, Toyota Motor North America

Mr. Ryota Isshiki

Executive Advisor, Toyota Motor North America

President, Japan Commerce Association of Washington, D.C.

Mr. Satoshi Ishikawa

Coordinator, Government Affairs, Toyota Motor North America

**MEMORANDUM OF UNDERSTANDING
ON AGREEMENT OF FRIENDSHIP AND MUTUAL COOPERATION**

BETWEEN

THE KENTUCKY COMMONWEALTH GOVERNMENT, THE UNITED STATES OF AMERICA

AND

THE AICHI PREFECTURAL GOVERNMENT, JAPAN

The government of the Commonwealth of Kentucky of the United States of America, and the Aichi Prefectural Government of Japan (hereafter “the parties”), hereby express their sincere desire to establish a relationship with the goals of encouraging friendship and the increase of prosperity in both regions, and contributing to the further development of favorable relations between the United States of America and Japan, pursuant to the prevailing laws and regulations in the respective countries, founded as follows upon the principle of equality and mutual benefit,

- I. The parties shall strive to establish a close friendship based on respect and trust for each other.
- II. The parties shall cooperate in all fields as are recognized by both parties to be mutually beneficial, such as economy, culture, and human resource development.
- III. In the interest of development of both regions, the parties shall work to promote private-sector exchange in a wide range of areas, including economic exchange.

This memorandum of understanding is solely an expression of the parties’ desire to establish a mutually beneficial relationship and creates no legally binding rights or obligations.

Signed in Frankfort, Kentucky on October 23, 2017 in recognition of the above articles.

Copies of this agreement shall be made in English and Japanese. All texts are of equal authenticity.

Matthew G. Bevin
Governor of the Commonwealth of Kentucky
The United States of America

Hideaki Ohmura
Governor of Aichi Prefecture
Japan

Visit of Governor of Aichi Prefecture, Japan October 23 – October 26

Main Activities

- Monday, October 23 Sign an MOU with Governor Bevin in Frankfort, meet with Aichi companies at a reception hosted by Governor Bevin in Frankfort
- Wednesday, October 25 Visit leaders from states that have strong connections with Aichi such as
- Thursday, October 26 Leader McConnell, Senator Paul, Secretary Chao, Congressman Barr in D.C.

Relationship between Aichi and Kentucky, Aichi and the U.S.

Currently, more than 530 Aichi-based companies including Toyota Motor Corporation are investing in the U.S., while more than 200 American companies are doing business in Aichi, accounting for 40% of all the FDIs' presence in Aichi. These make Aichi the Japanese region that has the strongest U.S. connections only after Tokyo.

In particular, Aichi and Kentucky have enjoyed close ties supported by Aichi companies. Over the decades, they have been successfully doing business in Kentucky, thanks to the local hospitality. Aichi's Yamazaki Makak was the first Japanese company to establish a manufacturing plant in Kentucky in the 1970s, and Toyota started building its first U.S.-made Camrys at its first U.S. plant in Kentucky in the 1980s. Consequently, a large number of suppliers expanded their business operations to Kentucky and the number now counts 100.

Thus, the relationship between Aichi and Kentucky has been "great already," as Governor Ohmura likes to put it. To officially acknowledge the relationship and to vow to further build on it, the governments of Aichi and Kentucky have decided to conclude an MOU on Friendship and Mutual Cooperation. Governor Ohmura and Governor Bevin will sign the MOU on October 23 at the Governor's Mansion in the presence of the representatives from Aichi companies in Kentucky. Governor Ohmura looks forward to reporting the official launch of a new partnership between the two states to Leader McConnell and Secretary Chao.

Some of the recent developments in other sector involving Aichi and the U.S. include projects related to the Central Japan Railway Co., an Aichi-based company which is working on the Washington, D.C. – Baltimore superconducting maglev project as well as the Houston – Dallas Shinkansen bullet train project. In the aviation sector, Japan's first domestically-manufactured passenger jetliner called the Mitsubishi Regional Jet (MRJ) is being developed in Aichi. The flight tests for the MRJ are being conducted in Washington State, while receiving generous support from the Boeing Company to acquire type certificate from the FAA. Furthermore, the governments and businesses in Aichi are making joint efforts to expand the region's aviation network, and in light of the strong ties with the U.S., are urging airline companies to establish new direct routes to and from Aichi's capital city Nagoya.

Mr. Ohmura used to serve as a Member of the Japanese Diet for 15 years, during which he had an opportunity to see Senator McConnell in a private meeting. He fondly recalls the privilege of meeting with the Senator and discussing the operation of Toyota which is headquartered in Mr. Ohmura's constituency.



Congress of Tomorrow – House and Senate Republican Conference

White Sulphur Springs, West Virginia

Wednesday, January 31, 2018

| | | |
|--|--|--|
| 7:00-7:30 AM | House Luggage Drop | Bottom of Rayburn Horseshoe SD-G50 (Near NW Entrance) |
| 7:15-7:45 AM | Senate Luggage Drop | |
| Your luggage will be transported separately to the hotel and delivered to your room. | | |
| 8:00 AM | House Buses Depart for Train | S Capitol Street (Between Rayburn & Longworth) Capitol Steps: Senate Side |
| 8:00 AM | Senate Buses Depart for Train | |
| 3:30 PM | Train arrives | |
| 4:00 PM | Conference Begins Welcome and Opening Remarks: Mark Strand, President, Congressional Institute Introduction Sen. Shelly Moore Capito and Representative Evan Jenkins Greeting: Governor Jim Justice of West Virginia Kickoff by GOP Chairs Cathy McMorris Rodgers and John Thune | |
| 4:30-5:30PM | 2018: A Big Vision for America Moderator: Mark Strand Speaker of the House Paul Ryan Senate Majority Leader Mitch McConnell Topic: Tax reform and economic prospects | |
| 5:30 - 6:30 PM | Senate Meeting Moderator: Topic: Agenda priorities and strategies | |
| 5:30 – 6:30 PM | House: How Working Americans will Measure an Effective Congress Introduction: Mark Strand Majority Leader Kevin McCarthy New Survey Commissioned by The Congressional Institute David Winston and Myra Miller, The Winston Group | |
| 6:30 | Reception | |
| 7:00 – 9:00 | Dinner Welcome, Mark Strand, President of the Congressional Institute National Anthem sung by Mollie Schumaker Prayer: Introduction of Keynote Speaker: Majority Leader Mitch McConnell/Speaker Paul Ryan Keynote Speaker: The Vice-President of the United States, Mike Pence Topic: What lies ahead in 2018 | |

****All invitees are subject to change****

AO Calendar Attachment Production--0059

DOT-17-0492-C-000059

Thursday, February 1, 2018

7:00 AM
(Optional)

Religious Services

Catholic Mass

Fr. Patrick J. Conroy, Chaplain of the House

Bible Study

Faith and Law Study group, Os Guinness and Rep. Randy Hultgren

8:00 AM – 10:00

Working Breakfast

Introduction: Chairman of the House Committee on Armed Services Mac Thornberry

Keynote Speaker: Secretary of Defense Jim Mattis and Secretary of State Rex Tillerson

Topic: A Tour of the globe from the perspective of America's defenders

10:15 AM – 11:45

Joint Session: Workforce Development

Working Session with Presentations and Q&A

Moderator: Chairman. Mike Conaway

Discussion: Tarren Bragdon, Foundation for Government Accountability, Kay Coles James, President of the Heritage Foundation,

12:00-2:00

Lunch: The President of the United States

Announcement: Mark Strand

Prayer: House Chaplain Father Patrick J. Conroy

Introduction: The Speaker of the House and the Majority Leader of the Senate

Keynote Speaker: The 45th President of the United States Donald Trump

Topic: Making America Great Again in 2018

Members Choose one of the following two sessions:

2:15 – 3:30

Joint Session: Government Reform

Moderator: Rep. Doug Collins

Speakers: Doug Holtz-Eakin, Chairman Steve Womack,

Senator Roy Blunt

Topic: Reforming the Budget Process

2:15 – 3:30

Joint Session: Repairing and Rebuilding America's Infrastructure

Working Session with Presentations and Q&A

Moderator: Chairman John Thune.

Speaker Secretary of Transportation, the Honorable Elaine Chao

National Chief Economic Advisor Gary Cohn,

Chairman Bill Shuster, Chairman John Barasso

Topic: Improving the Government's Response to our Infrastructure Needs

SENATE DEPARTS

3:30-5:00

House Members Only

House: A Unique Environment

Moderator: Mark Strand

NRCC Chairman Steve Stivers

Topic: A look at the governing environment in 2018

5:00-6:15

What Your Constituents Think of the Economy and Tax Reform

Moderator: Mark Strand

Speaker: David Winston and Myra Miller

Topic: Tax Reform

6:30 PM – 9:00

Reception / Dinner:

Announcements: Mark Strand

National Anthem: Steve Amerson

Prayer:

Pre-Dinner Remarks by Dan Meyer, Chairman of the Board of the Congressional Institute

Film on the 30th Anniversary of the Congressional Institute

Keynote Speaker: The Ambassador of the United States to the United Nations Nikki Haley

Topic: Restoring American leadership in the world

Friday, February 2, 2018

7:00 AM

(Optional)

Religious Services

Catholic Mass

Fr. Patrick J. Conroy, Chaplain of the House

Bible Study

Rep. Mark Walker with special guest Steve Amerson

8:00 – 9:00 AM

Breakfast

Announcements: Mark Strand

Musical offering: Dana Rohrabacher

Introduction of Keynote Speaker: Kellyanne Conway

Keynote Speaker: Kellyanne Conway, Assistant to the President

Topic: Latest data on women's views towards government and its role

9:15 – 11:00

Leadership Wrap Up and Member Discussion

Moderator: Mark Strand

Panel: Speaker Paul Ryan, Majority Leader Kevin McCarthy, Majority Whip Steve Scalise,

Republican Conference Chair Cathy McMorris Rodgers

11 AM

End of the Retreat

11:30 AM

Buses Depart for Union Station



Michael C. Hyter

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Washington, D.C.

Michael C. Hyter is an Office Managing Director with Korn Ferry. In this role, Mr. Hyter leads Search, Korn Ferry Hay Group, and FutureStep for Korn Ferry's Washington, DC and Reston, VA offices.

Mr. Hyter joined Korn Ferry in 2012, after the acquisition of Global Novations, where he served as President and Managing Partner.

Mr. Hyter's previous experience includes a wide range of human resources and leadership positions at the Dayton Hudson Corporation. In 1992, he became vice president of community, government affairs, and public relations for sixty-three Dayton's, Hudson's, and Marshall Field's stores.

In 1996 Mr. Hyter joined J. Howard & Associates. Mr. Hyter went on to become president and COO of J. Howard & Associates' parent company, Novations Group, and in 2006, became its president and CEO. The firm merged with Global Lead Management Consultants in 2010 to form Global Novations which was acquired by Korn Ferry in 2012.

Throughout his career, Mr. Hyter has worked closely with executives in Fortune 1000 companies, helping organizations grow and enhance their business through innovative talent management programs. Mr. Hyter's work with executives in Fortune 1000 companies has resulted in organization-wide initiatives that have enhanced the business objectives of those organizations. He has also helped them expand that work into their worldwide subsidiaries. This work has been underscored by the belief that one of the most effective ways to impact an organization's bottom line is by growing and developing the talent within the organization.

A successful author, Mr. Hyter's most recent publication is *The Power of Choice: Embracing Efficacy to Drive Your Career* (2011). He is also co-author of *The Power of Inclusion: Unlock the Potential and Productivity of Your Workforce*, published by Wiley in 2005. He has published extensive articles in publications including the 2004 *Handbook of Business Strategy*, *Director's Monthly*, *Profiles in Diversity Journal*, and *Inc.*

Mr. Hyter is a member of the Executive Leadership Council (ELC) and is the former Chair of the ELC Foundation. Mr. Hyter was recognized by Savoy Magazine in 2016 as one of the Top 100 Most Influential Blacks in Corporate America.



Nels Olson

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Mr. Olson is a Vice Chairman and Co-Leader of Korn Ferry's Board & CEO Services Practice, based in the Firm's Washington, D.C. and New York offices. In addition to his Board & CEO Services Practice role, Mr. Olson is the Head of the Global Government Affairs Practice.

Recognized in the industry for his keen business sense and political knowledge, Mr. Olson has advised many clients through challenging management transitions. Over the past 20 years, he has completed in excess of 1000 successful searches for a wide range of Fortune 500 companies.

Mr. Olson's executive search and board assignments span the United States, Europe, Asia and Latin America, and lie across multiple industries, including financial services, technology, consumer, industrial and healthcare.

Recent CEO level assignments include Sallie Mae, the Commissioner of the NFL and the Federal Reserve Banks of New York and Boston. Recent Board assignments include American International Group, Occidental Petroleum Corp., The Carlyle Group, NewsCorp and The Travelers Companies.

Mr. Olson is a leader in placing senior-level professionals skilled in Government/Regulatory Affairs, as well as International and Public Affairs, among them: Boeing, Carlyle, Caterpillar, Starbucks, Hilton, Aetna and Wellpoint. He has extensive experience in leading associations and non-profit organizations including: Business Roundtable, National Cable & Telecommunications Association (NCTA), Cellular Telecommunications Industry Association (CTIA) and Motion Picture Association of America (MPAA).

Mr. Olson joined Korn Ferry in 1993 after a successful career in public relations and government service. Prior to joining the Firm, he was with the public relations firm Fleishman-Hillard, Inc. Preceding this, Mr. Olson gained experience in executive search when he was on the staff of the White House in the Office of Presidential Personnel. In this capacity, he identified and recommended candidates for senior political positions in cabinet agencies and was responsible for the political clearance for all Presidential appointees.

Mr. Olson earned a master's in business administration from The George Washington University and a bachelor of arts in political science from the State University of New York.



Aileen Alexander

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Aileen Alexander is a Senior Client Partner and co-lead's Korn Ferry's Global Cybersecurity Practice. She is based in the Firm's Washington, DC and is also a member of the Firm's Global Technology and Information Officers Practices.

Aileen is a recognized leadership talent advisor and works with a diverse client base on the recruitment, assessment, development, and retention of information security and risk management talent at all levels, including the Board of Directors. Her clients range from large global corporations to high growth entrepreneurial companies, spanning all industries. In addition to Chief Information Security Officers and their key leadership, she also recruits cybersecurity consultants for leading professional services firms as well as top executives for cybersecurity technology companies and managed security services providers.

Prior to entering the talent management profession, Aileen worked in national security, most recently as a Professional Staff Member on the Committee of Armed Services in the U.S. House of Representatives. In this role, she consulted Members of Congress in their oversight activities as they related to the Department of Defense and some elements within the Department of Energy. Her expertise included global defense issues related to Asia, Africa and Latin America as well as nonproliferation and homeland defense programs and activities. She has also traveled around the world with a focus on military operations, and drafted legislation in the annual National Defense Authorization Act.

Previously, Aileen was a Presidential Management Fellow in the Office of the Secretary of Defense and served in the U.S. Army as a communications officer.

Aileen holds a master's degree in public policy from Harvard University's Kennedy School of Government and earned a bachelor of arts degree from The Johns Hopkins University.



Alex Martin

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Washington, D.C.

Alex Martin is Global Sector Leader for Industrial Manufacturing for Korn Ferry's Global Industrial Market. Based in the Firm's Washington, D.C. office, he is also a Senior Client Partner and member of the Private Equity Center of Excellence, and Board and CEO practice.

During his more than ten years as an executive search and talent consultant, Mr. Martin has completed hundreds of searches for C-level executives and has completed numerous executive assessment projects for clients in the industrial sector. His clients included large multinational conglomerates, middle market manufacturing companies, and portfolio companies of leveraged buyout and venture capital firms.

Previously, he was the director of corporate development at Carlisle Companies, a diversified manufacturing company based in North Carolina, where he was responsible for corporate mergers and acquisitions, and strategic planning. Earlier, Mr. Martin had profit and loss responsibility as business director for a European division of Chemtura Corporation, a global specialty chemical manufacturer. Under his leadership, the business successfully implemented a 100-day post-merger integration plan, received Class A Enterprise Resource Planning certification, increased sales from new products and increased shareholder value significantly.

Earlier in his career, Mr. Martin's experience includes marketing and product development with Procter & Gamble and Danaher, where he developed expertise with advanced practices in rapid product development and commercialization, six sigma, and lean manufacturing.

Mr. Martin received a master's in business administration from Harvard University and a bachelor's of science degree, cum laude, in chemical engineering from the University of Michigan, Ann Arbor.

He is fluent in French and has a working knowledge of German.



Beth Fowler

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Ms. Fowler develops client relationships with associations, corporations and firms, and executes senior level global government and public affairs searches on their behalf across multiple industries.

In the government affairs arena, Ms. Fowler has completed successful federal, state, international, regulatory and public policy searches. Her corporate communications assignments have been in the fields of public relations, media relations, crisis communications, speechwriting, and employee communications.

Additionally, Ms. Fowler has extensive public affairs experience and has deep knowledge of the healthcare and financial services industries.

Prior to joining Korn Ferry, Ms. Fowler was the legislative director for The Michael Lewan Company, a Washington, D.C. government relations firm specializing in health, insurance and tax-related issues.

In addition, she worked with the public affairs firm, APCO Associates, where she was involved in government relations work in the areas of health care, aging and long-term care, insurance and tax issues.

Ms. Fowler served with the finance director of the Republican National Committee during the George H.W. Bush Administration. She was a presidential appointee working with the Under Secretary for International Affairs, Department of the Treasury. In this position, she worked with the Group of Seven, The World Bank, the International Monetary Fund and the Gulf Crisis Committee.

Ms. Fowler also held positions in the Syracuse and Capitol Hill offices of the United States Senator Alfonse D'Amato, where she handled constituent relations and health care issues.

A graduate of Dartmouth College, Ms. Fowler earned a master's degree in public administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University. While at Syracuse, she was a member of a community Task Force on Aging.



Charles S. Ingersoll, Jr.

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Mr. Ingersoll possesses a deep understanding of mission-driven organizations and the trends, opportunities and challenges facing the nonprofit sector. He brings extensive experience working with boards and search committees delivering executive search and integrated talent management solutions.

Mr. Ingersoll brings 22 years of executive recruiting experience. Prior to entering the executive search profession, Mr. Ingersoll spent eight years recruiting executives for presidential-appointed positions within the U.S. Departments of State and Commerce, and the U.S. Information Agency. He served in the White House in the Office of Presidential Personnel during the Reagan Administration.

Mr. Ingersoll's past association and nonprofit CEO searches include: National Governors Association, American Gaming Association, Portland Cement Association, ISACA, America, Council on Better Business Bureau, National Constitution Center, Atlantic Council, U.S. Institute of Peace, Lutheran Services in, JA Worldwide, Lutheran World Relief, Volunteers of America, National 4-H Council,

Educational Development Centers, Miller Center at University of Virginia, Virginia Museum of Fine Arts, Grand Rapids Museum of Art and Jocelyn Museum of Art and Wolf Trap foundation for the Performing Arts.

Mr. Ingersoll has completed chamber of commerce CEOs searches for the following cities: Greater Washington Board of Trade, DC Chamber of Commerce, Greater Detroit Regional Chamber of Commerce, St. Louis Regional Chamber & Growth Association and the Virginia Economic Development Partnership as well as others.

In addition to his work in nonprofit, Mr. Ingersoll also leads the firm's Public Sector Practice.

Mr. Ingersoll's clients in the public sector have included: Amtrak, US Securities and Exchange Commission, Federal Housing Finance Agency, FDA, U.S. Department of Transportation, PBGC, Transportation Security Administration, FAA, FDIC, Federal Election Commission, Federal Reserve Board of Governors, Virginia Department of Transportation and the US House of Representatives.

Mr. Ingersoll is on the board of Junior Achievement of Greater Washington. In addition, Mr. Ingersoll is also a member of the American Society of Association Executives and the American Association of Museums.

Mr. Ingersoll received a bachelor's degree in political science from Trinity College in Hartford, Connecticut.

How can we help?

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Chris McGee joins Korn Ferry Hay Group as Senior Client Partner

July 20, 2016



Los Angeles, Wednesday, July 20, 2016 – Korn Ferry (NYSE:KFY), the preeminent global people and organizational advisory firm, today announced that Chris McGee has joined the firm as Senior Client Partner in the Korn Ferry Hay Group Executive Pay & Governance practice based in the Washington D.C. office.

Prior to joining Korn Ferry, Mr. McGee was the lead Partner of a global human capital consulting firm's Washington, D.C. Compensation Advisory business, specializing in executive compensation.

Mr. McGee's expertise is primarily in executive compensation and over the past 30 years he has worked with a broad range of clients from large publicly traded companies, to closely held private companies and highly visible not-for-profits. He has also served as an expert witness on reasonable compensation matters in Public Utility Rate Commission hearings, US District Court, US Bankruptcy Court, National Labor Relations arbitrations, State Insurance Commissioners hearings, IRS Intermediate Sanctions reviews and Defense Contract Audit Administration litigations.

"Chris brings a career's worth of executive reward expertise to our firm. We are excited to have him as part of the team as we continue to expand our capabilities to serve clients in the executive pay and governance space," said Irv Becker, North American Leader, Executive Pay & Governance, Korn Ferry Hay Group.

Mr. McGee holds a Bachelor's in Business Management Administration from Catholic University of America



About Korn Ferry



Clarke Havener

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Washington, D.C.

Mr. Havener has more than 25 years of experience in executive search. He has led numerous board, CEO and functional leadership searches with clients both in the U.S. and abroad.

Prior to joining Korn Ferry, Mr. Havener spent nine years with another international executive search firm, where he formed and led the company's airlines, aerospace, defense practice. In this role, he served aerospace and defense companies, government and commercial systems integrators, software companies and electronic product companies which sold into government and commercial markets.

In 1988, Mr. Havener co-founded another global executive search firm, where he served as president. This firm concentrated on aerospace, defense, systems integration, software, hardware and related areas of technology. His clientele included *Fortune* 50 organizations as well as smaller, fast-growing technology companies in both the commercial and government markets.

Mr. Havener's earlier experience included positions in sales and marketing with Prentice Hall, and at a consultancy in business and loan restructuring.

Mr. Havener is a board member of the Wharton Aerospace & Defense Forum. He is also a member of the American Institute of Aeronautics and Astronautics, the Armed Forces Communications & Electronics Association, and the Experimental Aircraft Association.

He earned a bachelor's degree from The College of William and Mary in Virginia.



Divina Gamble

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Divina Gamble is a Senior Client Partner at Korn Ferry, where she is the Sector Co-Leader of the Nonprofit, Philanthropy and Social Enterprise practice. She is also a member of the firm's Education and Diversity practices.

Ms. Gamble specializes in the recruitment of senior leaders within the global nonprofit, philanthropy, association, and education arenas. She has placed CEOs and executives for regional, national and international organizations, start-up and renowned foundations, leading social service organizations, arts and cultural centers, and some of the world's most prominent associations. She also works closely with the firm's financial services practice providing talent solutions in impact investing and the emergent field of social enterprise.

Ms. Gamble has conducted searches for organizations including the Bill and Melinda Gates Foundation, Corporation for Public Broadcasting, the Rockefeller Foundation, the International Baccalaureate, the Business Roundtable, the American Bankers Association, and the Council for Advancement and Support of Education. Within academia, she has conducted searches for Presidents, Provosts, Deans and other senior leaders for public and private colleges and universities within the U.S. and abroad. These institutions include the King Abdullah University of Science and Technology, Howard University, University of Virginia, and University of Chicago.

Ms. Gamble joined Korn Ferry from Discovery Communications, Inc. where she worked on the Global Project Management team. Prior to Discovery, she served as an academic counselor in the dean's office at Georgetown University and as a charter school teacher in Washington, DC.

Ms. Gamble received her B.A. and M.A. from Georgetown University. She served as a chair for the Georgetown University Alumni Admissions Program and co-founded the Georgetown University Alumnae Giving Circle in partnership with the Center for Social Justice. Additionally, she serves on the Board of Directors of Girls Inc. DC and Melwood Inc.

Ms. Gamble was inducted into the NextGen/CalibrNetwork, an extension of the Executive Leadership Council, the premier network of the most senior African American executives in Fortune 500 companies.



Harry Greenspun, M.D.

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Dr. Harry Greenspun is Chief Medical Officer and Managing Director, Korn Ferry Health Solutions.

He supports clients globally across the spectrum of the healthcare industry, including providers, payers, life sciences, investors, government agencies, retailers, and technology companies.

Recognized as a thought leader in the industry, he is the co-author of *"Reengineering Health Care: A Manifesto for Radically Rethinking Health Care Delivery"* and has been recognized as one of the "50 Most Influential Physician Executives in Healthcare" by *Modern Healthcare*.

Prior to joining Korn Ferry, Dr. Greenspun was the managing director of the Deloitte Center for Health Solutions. He previously served as the chief medical officer for Dell Inc. and for Northrop Grumman Corporation.

He has served on advisory boards for the World Economic Forum, Anthem, Georgetown University, and the Healthcare Information and Management Systems Society (HIMSS).

Dr. Greenspun is an advisor and frequent speaker on issues related to healthcare transformation, physician leadership, innovation, and technology adoption.

Dr. Greenspun received his bachelor's degree from Harvard University, his medical degree from the University of Maryland, and completed his residency and fellowship at the Johns Hopkins University Hospital in Anesthesiology and Critical Care Medicine, serving as chief resident. As a cardiac anesthesiologist, he has practiced in major academic medical centers, as well as community hospitals.



John H. Kuhnle

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John H. Kuhnle, Ph.D., based in Washington, DC, is Managing Director of the Global Education specialist team of Korn Ferry.

Mr. Kuhnle has divided his career among teaching, administration and consulting. An executive search consultant for the past twenty years, he has conducted hundreds of assignments throughout the United States and abroad for educational and nonprofit institutions. In the United States, his placements include the presidents or chancellors of the University of Connecticut, North Carolina State University, the University of Pittsburgh, the University of North Carolina at Chapel Hill, the University of South Carolina, the University of Virginia and West Virginia University, as well as senior academic and administrative officers at Dartmouth, Harvard, the Smithsonian Institution, UCLA and many other institutions. His international placements include the chief executives of universities in more than two dozen countries. Prior to joining Korn Ferry, Mr. Kuhnle was a partner in Snelling, Kolb & Kuhnle, Inc.; Vice President of the Council for Advancement and Support of Education (CASE); and an executive with the Federal National Mortgage Association ("Fannie Mae").

Mr. Kuhnle is *trustee emeritus* of the American International University in London (formerly Richmond College), a director of the American Institute for Foreign Study Foundation, a former director of The Ethics Resource Center and the College Construction Loan Insurance Corporation (where he served as an appointee of the U.S. Secretary of Education), and was President Clinton's appointee to the board of the Christopher Columbus Fellowship Foundation. He has served on the faculties of the Federal City College, the University of Maryland, the Pennsylvania State University, Vanderbilt University, and has taught in England, France and Turkey. Mr. Kuhnle regularly speaks before national and international audiences and has written a column for *The Washington Post*.

Mr. Kuhnle holds a PhD from Vanderbilt University, an MA from the University of Kentucky and a BA from Centre College. He also earned an Honours Certificate from the University of Edinburgh.



Kristin Mannion

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Washington, D.C.

Kristin Mannion is Vice Chairman in our CEO and Board Practice. For over a decade, Kristin has led and conducted hundreds of executive search assignments for philanthropic and corporate clients.

Ms. Mannion's career has included executive roles in the private and public sectors. Before joining Korn Ferry, she was CEO of Aura Associates, a company she founded to advise corporations and organizations on positioning and marketing strategies. Earlier she built and led PaineWebber's government relations and public affairs department, where she managed the firm's public policy agenda, legislative issues, corporate giving and foundation activities, and their political action committee.

Prior to her decade on Wall Street, Ms. Mannion served in the New York State Executive Chamber as Director of then Governor Mario Cuomo's New York City office. She served as Appointments Officer where she placed cabinet level commissioners, secretaries, and directors across agencies, departments, and boards of New York State.

Ms. Mannion began her career as a financial underwriter for Aetna life and casualty, and served as an account manager for MMSI, a leading direct mail and mass marketing agency.

Ms. Mannion has served on numerous boards and advisory committees, including the Child Care Action Campaign, New York State Mentoring Program, New York City Community Board 7, Columbia University's SIPA and The National Child Research Center. She served as Board Treasurer of the American Council of Young Political Leaders and was elected Secretary General of the Atlantic Association of Young Political Leaders (NATO). She is a member of the National Association of Corporate Directors, and serves on the Board of the National Writing Project, and the Island Press Advisory Board. Ms. Mannion has also served as an advisor to political campaigns for numerous federal, state and local candidates. She is a frequent speaker on leadership and diversity issues.



Maureen Ryan

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Washington, D.C.

Ms. Ryan has conducted searches at all levels of executive leadership for clinical and non-clinical positions in several leading health care organizations and Schools of Medicine. In addition, she has placed executives for medically-focused nonprofit organizations and associations. Recently Ms. Ryan placed the Medical Director for the Bert Bell/Pete Rozelle NFL Players Retirement Plan.

Ms. Ryan joined Korn Ferry from the Washington Hospital Center in Washington, D.C., where she reported directly to the president and chief executive officer as director of patient and guest services. She launched several patient-focused advocacy programs, implemented strategy for increased patient satisfaction ratings, re-engineered emergency preparedness protocols, lead turnarounds of underperforming operational areas and coordinated support for high-profile visitors and patients.

Prior to this, Ms. Ryan was the director of executive health and international medical services for the hospital. She held the same position concurrently at Georgetown University Hospital.

Prior to joining the Washington Hospital Center, Ms. Ryan worked for Johns Hopkins Health System as a senior leader in their international services embassy and foreign military division.

Ms. Ryan began her health care career as a senior manager for physician relations and network development at the Hallmark Health System (Melrose Wakefield Hospital) in Melrose, Massachusetts. Her primary focuses were physician recruitment, physician retention and practice acquisitions.

Ms. Ryan holds a bachelor's degree in Spanish from Ohio Wesleyan University and studied law at the Columbus School of Law at the Catholic University of America. She is a member of the Korn Ferry Global Diversity Task Force and also currently serves on the Board for the Leapfrog Group.



Randy Manner

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Randy Manner, a retired Army Major General, is a passionate supporter of our nation's Veterans and works with clients to develop or improve their Veteran Recruiting & Retention programs.

For over three decades Mr. Manner served our nation in a variety of positions in the Pentagon and around the world. Prior to retiring from the Army, he served as the Deputy Commanding General of the United States 3rd Army in Kuwait, as the Acting Vice Chief of the National Guard Bureau, and as the Acting and Deputy Director of the Defense Threat Reduction Agency. He facilitated the withdrawal of US forces from Iraq, helped neutralize chemical weapons in Russia, oversaw investments in biological prophylactic research on deadly pathogens, to include Ebola, and helped coordinate military emergency response support to States during natural disasters.

For 16 years Mr. Manner worked for American Management Systems, a billion dollar international information technology consulting firm. When he departed AMS in September 2001 to return to active military duty, he was serving as business unit Vice President responsible for revenues of \$100 million for federal, state, and commercial clients.

Mr. Manner mentors business leaders in improving their value propositions to their clients. He coaches senior military officers on leadership and ethics. General Manner is a member of several Advisory Boards of small companies and veteran non-profits to help increase their value. He volunteers on behalf of environmental organizations before the EPA and other government organizations, and advocates in support of veterans and families.

Mr. Manner earned a Bachelor of Science degree in Computer Science from the Pennsylvania State University, a Master of Business Administration degree in Decision Sciences from the Wharton School at the University of Pennsylvania, and post-graduate Certificates in International Security Policy from the Fletcher School of International Law and Diplomacy at Tufts University and Leadership Coaching from Georgetown University.



Rosa-Lyn Morris

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Rosa-Lyn Morris is a Principal with Korn Ferry's Global Education and Nonprofit Practice in the Firm's Washington, D.C. office.

Ms. Morris specializes in senior-level and executive searches for education-related organizations including institutions of higher education, educational foundations, and non-profit organizations with an educational mission. In recent years, her assignments have included a diversified portfolio of placements at major AAU research institutions, liberal arts colleges, nonprofit organizations, and a variety of leading professional colleges.

Ms. Morris came to Korn Ferry after working with a boutique search firm specializing in higher education search, where she worked on search strategy, business development, and research. She also served as a Teach for America corps member teaching elementary school in Atlanta, Georgia. Over her tenure with Teach for America, she served as a learning team leader and corps member recruiter.

In addition, Ms. Morris has a professional and personal interest in the national dialogue surrounding educational equity, student access and diversity. Regarding these issues, she has spent time partnering with the National Council for Teacher Quality, Virginia Foundation for Independent Colleges, and the American Political Science Association.

Ms. Morris earned a bachelor's of arts degree in psychology (with honors) from The George Washington University.



Steve Cornacchia

+1 202-955-4375

steve.cornacchia@kornferry.com

Washington, D.C.

Steve Cornacchia is Senior Client Partner in the Global Life Sciences & Healthcare Practice, based in the Washington, DC office.

Mr. Cornacchia works with emerging life sciences companies as well as established multi-national healthcare companies to address their global development and commercial challenges through their executive talent needs.

With over a decade of executive search experience in the life sciences and healthcare sector, he has led multiple C-level and EVP/SVP level assignments for Fortune 500, private equity and venture capital-backed clients. His expertise covers leadership roles across general management, commercial, R&D and business development.

Previously, Steve spent four years as partner and co-life sciences & healthcare practice leader at a boutique executive search firm, which he helped to grow into a top 20 search firm in North America. Earlier in his career, he was a partner with another large executive search firm, where he helped build their life sciences and healthcare practice into an industry leading global platform.

Mr. Cornacchia is a graduate of the University of California, San Diego.



Lorraine Lavet

703-873-3213

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Reston

Ms. Lavet specializes in the recruitment of senior-level executives for trade associations, professional societies and other non-profit organizations. She has spent more than two decades in association leadership positions representing high-tech companies and government contractors before federal and state government bodies in both branches of the government.

Prior to joining Korn Ferry, Ms. Lavet served as the executive vice president and COO of the American Electronics Association (AeA), the nation's largest high-tech trade organization. Managing 17 offices nationwide, she oversaw all operational functions of the organization during her tenure, supporting technology industry leaders in addressing major public policy issues, accessing capital, providing valuable business services and conducting business with the federal government. She was also president of AeA's Education Foundation and Preferred Business Services for-profit subsidiary.

Prior to her work at AeA, Ms. Lavet was president and CEO of the Fairfax County Chamber of Commerce, the largest chamber in the Washingtonmetropolitan area, serving the needs of one of the nation's largest high-tech business communities.

She has served in a number of key roles for the U.S. Chamber of Commerce, the nation's largest business lobby, including director, government procurement policy and director, domestic policy. She led all legislative and regulatory activities related to government contracting and procurement as well as technology policy.

Early in her career, Ms. Lavet was a management consultant for Harbridge House, Inc. and Coopers & Lybrand, where she worked on numerous defense and civilian agency government contracts and strategic planning engagements.

She has served on the board of Barringer Technologies (NASDAQ) and more than a dozen non-profit boards, including Technology Works for Good, the Northern Virginia Roundtable, the Northern Virginia Technology Council and the Greater Washington Board of Trade.

Ms. Lavet received a a master's of business administration in government procurement and contracting and a bachelor's of business administration in finance and investments from George Washington University.

AO Calendar Attachment Production--0078

DOT-17-0492-C-000078



Louis Montgomery

703-873-3211

louis.montgomery@kornferry.com

Reston

Louis Montgomery Jr. leads Korn Ferry's HR Executive Search Practice for the Mid-Atlantic and South Region and is co-leading it's Chief Diversity Officer Practice Nationally. He is a member of the firm's Global Human Resources Center of Expertise. He specializes in placing senior HR leaders, senior Diversity & Inclusion leaders as well as helping organizations to leverage other Korn Ferry resources including leadership and talent consulting and mid-level recruiting.

Prior to joining Korn Ferry, Mr. Montgomery served as Senior Managing Director at another search firm. Previously, Mr. Montgomery was Senior Vice President, Human Resources at Serco Inc. a global government services provider.

He has successfully placed leaders in many sectors including Consumer Goods, Government Contracting, Associations and others.

Earlier in his career, Mr. Montgomery worked in a variety of Human Resources roles encompassing manufacturing, sales, talent acquisition and diversity/ inclusion. He worked for several major Fortune 500 companies such as IBM, Celanese, Pepsico, Kraft Foods, Altria and the AES Corporation where he developed a strong track record of building relationships and supporting business strategy.

He has held a variety of positions including Chief Human Resources Officer and Head of Talent Acquisition and Chief Diversity Officer.

He is also the author of "A Year's Worth of Inspiration" published in December 2011. The book highlights some of Louis' keen observations and insights gleaned from everyday experiences.

He graduated from Cornell University where he majored in Industrial and Labor Relations. Also while at Cornell he was a Varsity Letter winner in Football and Track and achieved all Conference Honors in Track.

Louis was honored with an induction into the Christian Brothers College High School Hall of Fame and he remains active in their Alumni Association. He has also coached Little League Baseball, Football and Youth Soccer.



Michael DeSimone

+1 (703) 761-7022

michael.desimone@kornferry.com

Reston

Mr. DeSimone joins Korn Ferry from a global executive recruiting firm where he served as Vice Chairman, working closely with professional services clients. His focus has been in technology services and business services, including searches in cloud services, analytics, enterprise application services, infrastructure services, and consulting.

Mr. DeSimone brings to Korn Ferry an 18-year track record of success in the search industry, which includes leading multiple C-level, EVP/SVP, and Partner-level assignments for an array of companies in the Fortune 500, as well as private equity and venture capital-backed providers.

Previously, Mr. DeSimone was Executive Vice President with another large executive search firm, where he led the firm's Professional Services and Outsourcing Practice.

Mr. DeSimone authors a widely read annual professional services industry compensation study and he regularly speaks with clients and investors about talent themes in the professional services industry.

Mr. DeSimone graduated from Davidson College where he was a Division 1 All Southern Conference and Southeast Region baseball selection.



Stephen Winings

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Reston

Experience in strategic executive roles with early-stage and mature technology organizations is the foundation for Mr. Winings's work at Korn Ferry.

He has completed more than 300 searches for CEOs, general management, CFOs and vice presidents responsible for key functions including sales, marketing, professional services and engineering.

Prior to joining the Firm, Mr. Winings served as a partner with two other major executive search firms, specializing in the technology marketplace.

Before entering the search profession, Mr. Winings was executive vice president of sales and marketing for WisdomWare, Inc. He has also served as division president, Prentice Hall Information Services; division president, New York Institute of Finance; president and CEO, technology division, IIR, Inc.; vice president of marketing and business development, Software AG; and senior vice president of sales, marketing and professional services, Versatility, Inc., an Oracle acquisition.

Mr. Winings is a member of the Northern Virginia Technology Council board of directors, co-chair of NUTC's Hot Tickets Awards Program, and is actively involved with the Potomac Officers Club, the Mid-Atlantic Venture Association, Cooley Godward's Capital Call and George Mason University's Century Club Grubstake program.

Mr. Winings received his bachelor's degree in English from Bucknell University where he was an All-American swimmer.



Louis Montgomery

703-873-3211

louis.montgomery@kornferry.com

Reston

Louis Montgomery Jr. leads Korn Ferry's HR Executive Search Practice for the Mid-Atlantic and South Region and is co-leading it's Chief Diversity Officer Practice Nationally. He is a member of the firm's Global Human Resources Center of Expertise. He specializes in placing senior HR leaders, senior Diversity & Inclusion leaders as well as helping organizations to leverage other Korn Ferry resources including leadership and talent consulting and mid-level recruiting.

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Paducah Area Chamber of Commerce Washington DC FLY-IN Attendees

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County Commissioner
McCracken County Fiscal Court

Danny Carroll

State Senator (2nd District)
Commonwealth of Kentucky

Mark Cauley

Project Manager
GEO Consultants

Todd Cooper

Ballard County Judge Executive
Ballard County Fiscal Court

Tammy Courtney

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Paducah – McCracken County Riverport

Morgan Guess

McCracken County High School Student
Co-Founder, Guess Anti-Bullying Foundation

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Paducah Bank and Trust

Mary Hammond

Executive Director
Paducah Convention and Visitors Bureau

Brandi Harless

Mayor
City of Paducah

Mardie Herndon

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Cory Hicks

Business Manager
Four Rivers Nuclear Partnership

Sarah Stewart Holland

City Commissioner
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Sherry Kahne

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Farideh Reck

Paducah & Louisville Railway

Tony Reck

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Dr. Anton Reece

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Program Manager
Fluor Paducah Deactivation Project

Rex Smith

President
Jim Smith Contracting

Sonny Smith

Member Attorney
McMurry & Livingston, PLLC

Kyle Turnbo, MD

CEO
HealthWorks Medical, LLC

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McCracken County Fiscal Court

Shannon Wathen

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Swift & Staley Inc.

Phillip Weaver

Plant Manager
Mid-America Conversion Services, LLC

Tammy Zimmerman

President & CEO
Payment Plus, Inc.

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Capital Link Consultants

Media

Todd Faulkner

Evening News Anchor

WPSD – TV Local 6 (NBC affiliate)

Chad Darnall

Assistant Chief Photographer

WPSD – TV Local 6 (NBC affiliate)

Governor Scott Walker

(R) - Wisconsin

BORN: November 2, 1967 (Colorado Springs, CO)
ASSUMED OFFICE: January 3, 2011
EDUCATION: Marquette University (did not graduate)
FAMILY: Wife, Tonette; Sons, Matt and Alex



Career Profile:

- Sales, IBM (1988-1990).
- Marketing and Development, American Red Cross (1990-1994).

Political Profile:

- State Representative, Wisconsin State Assembly (1993-2002).
- County Executive, Milwaukee County (2002-2010).
- Governor of Wisconsin (2011-Present).
- Only governor in American history to survive a recall election on June 5, 2012.

(b) (5)

MEMORANDUM
U.S. Department of Transportation – Office of Governmental Affairs

TO: Secretary Elaine L. Chao
FROM: Chris Mitton, Government Affairs Officer
SUBJECT: Call with Governor Scott Walker (R-WI)
DATE: March 26, 2018

This memorandum provides background information for your call with Governor Scott Walker (R-WI) to discuss the State's INFRA Grant application. Governor Walker's biography is attached.

Summary:

On March 27, you are scheduled to speak with Governor Scott Walker to discuss the State's INFRA Grant application.

INFRA Project Background:

1. **Project Name:** 94 North-South Freeway Project
2. **Applicant:** Wisconsin Department of Transportation
3. **INFRA Request:** \$246.2 Million
4. **Total Project Costs:** \$492.5 Million
5. **Non-Federal Leverage:** 50%
6. **Project Description:** The reconstruction project corrects the deteriorated condition and obsolete design of the roadway and bridges. It also expands and improves the corridor to efficiently accommodate current and future traffic volumes.

(b) (5)





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PADUCAH AREA CHAMBER OF COMMERCE

2017 Federal Legislative Agenda

Responsible Investment in Infrastructure

Transportation infrastructure is the lifeblood of business and commerce. Adequate and reliable infrastructure including air, roads, bridges, railways, waterways, riverport, locks, dams and flood protection systems represents a critical foundation to economic growth. The Paducah area's geographical location offers a unique and competitive advantage on an Interstate and at the confluence of the Tennessee and Ohio Rivers, easy access for railways, riverport with Foreign Trade Zone designation, airport with service to Chicago, plus much more! We encourage continued investment in our infrastructure that strengthens these systems.

INLAND WATERWAYS: Kentucky Lock

The inland waterway system forms a critical part of our nation's transportation network. The awarding of \$39 million in the FY 2017 Appropriations Bill allowed an efficient construction schedule for the Kentucky Lock to continue. It is crucial that construction stays on schedule to relieve congestion and increase traffic flow through western Kentucky with the passage of the FY2018 Appropriations Bill. This 70-year-old lock is functioning at 90 percent capacity and the current delay to lock is 8 – 12 ½ hours. As a result, we respectfully request that Congressional appropriations continue to include sufficient funding for future contracts and project completion, including a request for \$40.5 million in the FY2018 Appropriations Bill.

INTERSTATE HIGHWAY: I 69

Safe, affordable and reliable highway transportation is critical to economic growth. The community urges continued expansion of the interstate highway system to meet the transportation needs of this century, including I-69. The Federal Government should continue to look to new and diverse mechanisms to fund such projects and grant states and local communities flexibility to involve business-driven solutions to transportation needs. In Kentucky progress is continuing on I-69 with the bridge project to connect Kentucky to Indiana and the highway connection to Tennessee at the forefront. In addition, we respectfully request the full inclusion of I-69 in the National Highway Freight Network.

PADUCAH FLOOD PROTECTION SYSTEM REPAIRS

The Paducah Local Flood Protection Project (LFPP) is paramount for the protection of the Paducah-McCracken County community. The community's strong commitment to maintaining that "flood wall" investment is frequently held up as a model for others to follow by the Army Corps of Engineers. Capital improvements continue to be needed in this nearly 70-year-old asset in order to continue providing a safe environment for economic vitality and growth for our community. This Flood Protection Plan protects approximately \$1.2 billion in assets as well as the citizens of our community. The community is appreciative of the recent announcement by Majority Leader Senator Mitch McConnell for the federal appropriation of \$19 million for the rehabilitation of the floodwall. In addition, we thank him for his assistance in increasing the project's maximum funding cap and in moving the project authorization and appropriation forward.

The implementation and successful conclusion of the Paducah LFPP resides solely on the "Federal Authorization" receiving an appropriate "Federal Appropriation." The City of Paducah and our community requests that our federal delegation continue to sponsor and / or support any and all appropriation legislation that will provide the federal funding resources for the construction of the Paducah LFPP.

Responsible Investment in Infrastructure (continued)

AIR SERVICE – Barkley Regional Airport

Barkley Regional Airport injects \$43 million annually into the regional economy with approximately \$30 million as a result of the SkyWest service. In 2016, approximately 40,767 passengers utilized the SkyWest service. The nearest hub airport for our region is Nashville which has extremely limited international air service with a driving distance from Paducah of over 140 miles. The population of Barkley's catchment basin is approximately 500,000 from four states.

Essential Air Service (EAS) Funding: Without EAS Funding, Paducah and its economic basin would be forced to travel 2 ½ to 3 ½ hours to Memphis, Nashville, or St. Louis, none of which have the quantity and quality of air service currently available at Chicago – O'Hare. Without air service, not only will accessing airlines at other airports be more expensive and time-consuming but an impediment to economic development in the region.

Contract Control Towers: Paducah is vitally interested in FAA having sufficient funds in its budget for Federal contract control towers. If Barkley Regional's control tower is closed due to a lack of funding, there will be negative implications for aviation safety, reliability, and revenue as well as for the regional economy. Closure will also result in the direct loss of five jobs at the control tower as well as any other aircraft servicing positions adversely affected by reduced aircraft operations in the event of FCT closing.

Airport Improvement Program (AIP) Grants: In the past, Paducah has utilized about \$35 million in Entitlement and Discretionary AIP grants for runway, taxi, and apron renovation and expansion, airfield lighting, emergency vehicles and equipment, and structures. The vast majority of these improvements would not have occurred without the AIP program. Paducah is heartened by the AIP funding levels proposed by committees of both the House and Senate and strongly encourages maintaining those levels through the final legislative process. Equally important is the timely passage of the FAA budget for FY 2018, thus negating the need for the use of continuing resolutions for AIP funding.

Education – West Kentucky Community and Technical College

The Paducah Chamber supports Section 3507 of the National Defense Authorization Act (NDAA) for FY 2018 that allows the Secretary of Transportation to designate as a Center of Excellence for domestic maritime workforce training and education a covered training entity located in a state that borders on the Gulf of Mexico, Atlantic Ocean, Long Island Sound, Pacific Ocean, Great Lakes or Mississippi River System.

The Paducah Chamber supports this specifically for a center of Excellence designation at our West Kentucky Community and Technical College, which currently offers academic degrees and workforce training in Maritime technology through its Inland Logistics and Marine Institute. The potential to have this important College site designated a Center of Excellence is vitally linked with Paducah's long history as a leader in the marine industry and has significant impact for our community.



Paducah Area Chamber of Commerce
300 South 3rd Street, Paducah, KY 42001

AO Calendar, paduchamber.com 0092



CHAMBER OF THE YEAR
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